
REGIONAL CENTER FOR SOUTHERN AFRICA (RCSA)

RESULTS REVIEW AND RESOURCE REQUEST (R4)

FY 2003



**Regional Integration Through
Partnership and Participation**

MARCH 2001

PLEASE NOTE:

The attached FY 2003 Results Review and Resource Request ("R4") was assembled and analyzed by the Regional Center for Southern Africa and Aurora Associates.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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MEMORANDUM

Ms. Valerie Dickson-Horton
Acting Assistant Administrator for Africa
U.S. Agency for International Development
Washington, D.C. 20523

Dear Valerie:

I am pleased to submit the Regional Center for Southern Africa's (RCSA) FY 2003 Results Review and Resource Request (R4) Report. As you know, the region continues to be important to United States foreign policy interests related to peace, democracy and political stability. Of particular importance and integral to these interests are the opportunities for trade and investment in the region, and the evolving relationships with South Africa as the region's engine of growth, and with SADC as an important regional organization addressing regional security, economic development and integration issues.

The RCSA was established in 1994 with the goal of supporting regional integration and sustained economic growth in a democratic Southern Africa. The Strategic Objectives of the RCSA'S Regional Strategic Plan (1997-2003) are: Increased Regional Capacity to Influence Democratic Performance (SO-001); A More Integrated Regional Market (SO-002); Increased Regional Cooperation in the Management of Shared Natural Resources (SO-012); Expanded Commercial Markets for Agricultural Technologies and Commodities in the Southern African Development Community Region (SO-013); and a Special Strategic Objective Broadened U.S.-SADC Cooperation (SO-011).

These Strategic Objectives support the goals, and constitute a major portion of, the U.S. Mission to Botswana's regional MPP. The regional MPP is a manifestation of the State Department's priorities regarding Southern Africa, as well as the close alignment of U.S. foreign policy and development objectives. Other manifestations of the region's importance to our foreign policy include the designation three years ago of the U.S. Ambassador to Botswana as the Secretary's Special Representative to SADC, and initiation of the annual U.S.-SADC Forum. Chief among the shared visions of the U.S. Embassy (in its regional role) and the RCSA is the strong belief that SADC, despite its weaknesses, holds the key to the effective reintegration of South Africa's industrial, financial and technical resources into the regional economy in a manner that stimulates mutually beneficial development. This is a subtle cross-cutting issue throughout the RCSA's portfolio.

In addition, the RCSA and the Embassy share a cautious optimism that the long-awaited SADC consolidation and restructuring will significantly strengthen that organization's ability to pursue its regional integration and development agenda as well as and its regional security mandate. Over the last several years, the RCSA has developed an ever-closer working relationship with SADC. This has enabled us to press (publicly at consultative conferences, at our annual Joint Program Reviews and in private sessions with senior officials) to consolidate its several sector coordinating units dealing regional economic policy, those dealing with environment and those dealing with infrastructure in order to generate more cohesive programs in these key areas and present a more

user-friendly interface for donors and constituents alike. Now that SADC restructuring is to occur, we will fully support the process and the new clustered units relevant to our program, with technical assistance and other resources. The MPP contains a special goal and ESF request for this purpose.

As reflected in the attached R4 document, overall, this past year was a highly successful one for the regional program. Our efforts directly contributed to, inter alia: SADC's initiation of its Free Trade Area in December, 2000; SADC's formal recognition of the private sector's key role in policy formulation, through its MOU with the Association of SADC Chambers of Commerce and Industry, a role which I and others at the RCSA have strongly advocated; the SADC restructuring mentioned above; the strengthened capacity of countries in the region to benefit from AGOA through RCSA-supported training of regional customs and trade officials; the development, vetting and initial approval of democratic norms relating to conduct of elections and an anti-corruption protocol; a precedent-setting court decision on media freedom in the region; the establishment of two large and unique trans-boundary natural resource management areas that will improve regional cooperation in the management of shared water, wildlife and tourism resources; and significant progress in the development of commercial markets for agricultural technologies and commodities (grades and standards, phyto-sanitary regulations and policy reforms), which will promote agricultural trade in the region, while preparing the region for trading in the world markets.

The RCSA has also achieved significant improvements in our internal operations, which will assure accelerated results achievement, improved pipeline control and financial accountability, as well as more collaborative working relationships with bilateral missions in the region. Following the March 2001 Southern Africa Mission Directors Conference in Gaborone, the RCSA drafted an updated Protocol on RCSA-Mission working relationships, which has now been shared with all concerned missions and is ready to be finalized. Following a thorough internal review and a two-day conference on activity review and approval procedures, I signed a Mission Order bringing the RCSA into full compliance with the new ADS requirements. These procedures incorporate key elements of the RCSA-bilateral mission Protocol. During the reporting year, the RCSA has also devoted significant resources for staff training in managing for results, project implementation and financial management.

While RCSA's results achievement and internal improvements are significant, the program is faced with USDH and OYB reductions which affect prospects for results in critical areas. Reduced funding in DG will hurt ongoing successful activities, as well as overall program results which, in turn, will negatively impact on the region's economic growth prospects in the medium term. This is because the proposed fifty percent cut in DG funding will force us to eliminate promising activities and organizations from our program, and at the same time it will weaken the ability of other important pro-democracy advocacy organizations -- which have produced outstanding results in the last year -- to continue to wage strong campaigns in support of democratic norms and standards based on **best practices**, and against the worst practices that are increasingly evident in many SADC states. These worst practices threaten media freedom, transparency and accountability, and free and fair elections. Backsliding is very evident in one or more of these areas in Namibia, South Africa, Zambia and Zimbabwe.

Why is winning this “war” between best versus worst practices at the regional level so critical? With RCSA support, strong, indigenous regional democracy players are developing and beginning to win acceptance of DG norms and standards based on best practices in elections (SADC Parliamentary Forum and SADC Electoral Commissioners Forum), anti-corruption (Southern Africa Human Rights Trust and SADC Legal Sector), and free media (MISA and SAMDEF). These norms and standards, and the regional organizations advocating them, strengthen and empower pro-democracy forces in every SADC country, giving them specific standards on which to base their advocacy in opposition to government abuses. Without these regional norms and standards, there is no floor. Finally, U.S. diplomacy in the region, and our ability (and that of the World Bank and others) to engage in a strong dialogue on democracy and governance issues, would benefit significantly from the existence of stronger, more widely accepted democratic norms and standards in Southern Africa. Therefore, continued support to indigenous regional organizations that are developing and advocating for DG norms and standards region-wide is essential if the fight for democracy is to succeed in the region.

But there is more. Further erosion of democracy in Southern Africa will reduce the already low efficiency of any investment that comes into the region, including development aid, and will discourage additional investment needed to scale back poverty in the region. (See summary analysis in Part I, p.2.). In other words, if we do not do more to promote democracy in Southern Africa, our other investments will be of less value in the medium and long term. In view of the very positive accomplishments of RCSA’s democracy and governance program over the past three years and its pivotal role in the success of the entire regional program, we request the Agency to restore RCSA’s DG funding to the \$3 million level, on which the program was based when the strategy was approved in 1997, rather than reduce it to the untenable \$1.2 to 1.3 million proposed for 2001 and 2002.

The RCSA is currently staffed with 17 USDH positions. Of these, seven have regional responsibilities for legal, contracting and financial management services to support bilateral missions within the region. By the end of FY 2002, the number of USDHs will be reduced to 15 in order to comply with Bureau levels. These reductions, combined with prospective USDH vacancies in the Program Office and Strategic Objective Support (Project) Office, mean that RCSA will not be able to take on new initiatives, such as mainstreaming HIV/AIDS into the RCSA’s or SADC’s overall program, at this time. Indeed, the RCSA will find itself hard pressed in the near term to maintain its excellent record of support for USG initiatives such as EDDI, U.S.-SADC Forum, Drought Relief and SADC Disaster Management, none of which are part of its “core business” as defined by the RCSA’s four major Strategic Objectives. At a time when the RCSA is being increasingly relied upon by USG agencies as the key field-based development organization on regional matters, it seems short-sighted and incongruous to reduce the RCSA’s staffing and OYB. I would urge the Agency to reconsider these decisions.

Sincerely,

Edward J. Spriggs
Regional Director
USAID/RCSA

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GLOSSARY

AAAS	American Association for the Advancement of Science
ADB	African Development Bank
ADS	Automated Directives System
ANRM	Agriculture and Natural Resource Management Office
AGOA	African Growth and Opportunity Act
ASANRA	Association of Southern African National Road Agencies
ASCCI	Association of SADC Chamber of Commerce and Industry
ASSE	Association of SADC Stock Exchanges
ATRIP	Africa Trade and Investment Policy Program
BBR	Beit-Bridge Bulawayo Railways
BLNS	Botswana, Lesotho, Namibia and Swaziland
BOCOBONET	Botswana Community Based Organization Network
CAMPFIRE	Communal Areas Management Program for Indigenous Resources
CBNRM	Community-Based Natural Resource Management
CBO	Community Based Organization
CBTA	Cross Border Traders Association
CCN	Cooperating Country National
CLDP	Commercial Law Development Program
COMESA	Common Market for East and Southern Africa
CORE	Cooperative for Research and Education
CIDA	Canadian International Development Agency
CSO	Civil Society Organization
DA	Development Assistance
DANIDA	Danish International Development Assistance
DFID	Department For International Development
DG	Democratic and Governance
DHRF	Democracy and Human Rights Fund
DNA	Deoxyribonucleic Acid
DOC	Department of Commerce
DOC CLDP	Department of Commerce Commercial Law Development Program
DRC	Development Research Center
DROC	Democratic Republic of Congo
ECF	Electoral Commissions Forum
EDDI	Education, Democracy and Development Initiative
EET	Environment, Energy and Technology
EG	Economic Growth
EISA	Electoral Institute of South Africa
ESF	Economic Support Funds
EU	European Union
FAA	Foreign Assistance Act
FANR/PAN	Food, Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agricultural Organization
FISCU	Finance and Investment Sector Coordinating Unit
FCFASA	Federation of Clearing and Forwarding Assoc. of Southern Africa

FDI	Foreign Direct Investment
FESARTA	Federation for East and Southern African Road Transport Association.
FTE	Full Time Equivalent
FTA	Free Trade Area
G	Global Bureau
G&S	Grades and Standards
GEF	Global Environment Facility
GETNET	Gender and Training Network
GDP	Gross Domestic Product
GOZ	Government of Zambia
GTZ	German Development Agency
GWP	Global Water Partnership
HRRDTSA	Human Rights Research and Documentation Trust (The Trust)
IARC	International Agriculture Research Center
ICRISAT	International Crops Research Institute for Semi-Arid Tropics
IDASA	Institute of Democracy in South Africa
IO&P	International Organizations Programs Initiative
IITA	International Institute for Tropical Agriculture
IMF	International Monetary Fund
IMPACT	Impact Monitoring and Performance Activity
IPR	Intellectual Property Rights
IPS	Inter Press Service
IR	Intermediate Result
IRB	Independent Regulatory Body
ISA	Initiative for Southern Africa
IT	Information Technology
ITC	International Trade Center
IUCN	International Union for Conservation of Nature
IUCN/ROSA	IUCN/Regional Office for Southern Africa
LSGA	Limited Scope Grant Agreement
M&E	Monitoring and Evaluation
MICTOR	Ministry of Industry, Commerce, and Tourism
MISA	Media Institute for Southern Africa
MOU	Memorandum of Understanding
MPP	Mission Performance Plan
NACOBTA	Namibia Association of Community Based Tourism
NDI	National Democratic Institute
NETCAB	Networking and Capacity Building
NGO	Non-Governmental Organization
NRM	Natural Resource Management
NRMP	Natural Resource Management Project
NRMP/LIFE	Natural Resource Management Project/Living in a Finite Environment
NTWG	National Technical Working Groups
NXP	Non-expendable Property
ODA	Overseas Development Agency
OES	Oceans, Environment and Science

OKACOM	Okavango River Basin Commission
OSISA	Open Society Initiative for Southern Africa
OTI	Office of Transition Initiatives
OYB	Operational Year Budget
PAAS	Policy Analysis Assistance to SATCC
PACT	Private Agencies Collaborating Together
PMP	Performance Monitoring Plan
PROTOCOL	Regional legal document providing an agreed policy framework
PSC	Personal Service Contract
PVO	Private Voluntary Organization
RAPID	Regional Activity to Promote Integration through Dialogue and Policy Implementation
RCSA	Regional Center for Southern Africa
REDSO/ESA	Regional Economic Development Services Office/East and Southern Africa
RETOSA	Regional Tourism Organization of Southern Africa
RF	Results Framework
RSA	Republic of South Africa
RSIS	Rolling Stock Information System
RTRP	Regional Telecommunications Restructuring Program
SA	Southern Africa
SABANEWS	Southern Africa Broadcasters' Association News
SABONET	Southern African Botanical Network
SACCAR	Southern African Coordinating Commission for Agriculture Research
SACU	Southern African Customs Union
SADC	Southern African Development Community
SADC/ECF	Electoral Commissions Forum of SADC Countries
SADC PF	Southern African Development Community Parliamentary Forum
SAEDF	Southern African Enterprise Development Fund
SAEN	Southern Africa Enterprise Network
SAFAC	Southern African Forum Against Corruption
SAHRIT	Southern African Human Rights Trust
SAMDEF	Southern Africa Media Development Fund
SAPES	Southern African Political Economy Series
SAPP	South African Power Pool
SARA	Southern Africa Railway Association
SARDC	Southern Africa Research and Documentation Center
SARP	Southern African Regional Program
SARRNET	Southern Africa Root Crops Research Network
SATCC	Southern Africa Transport and Communications Commission
SCU	Sector Coordinating Unit
SETES	SADC ELMS Training and Education Sub-program
SIDA	Swedish International Development Agency
SITCD	SADC Industry and Trade Coordination Division
SME	Small and Medium Enterprise
SMIP	Sorghum and Millet Improvement Project

SO	Strategic Objective
SOAG	Strategic Objective Agreement
SOT	Strategic Objective Team
S/PS	Sanitary and Phyto-sanitary
STEP	SADC Transport Efficiency Project
STRENGTH	Strengthening Regional Economies through NGOs
TBNR	Transboundary Natural Resources
TBNRMA	Transboundary and Natural Resources Management Area
TCN	Third Country National
TDT	Technology Development and Transfer
TDY	Temporary Duty
TNF	Trade Negotiating Forum
TRASA	Telecommunications Regulators Association of Southern Africa
TPT	Trade Policy Team
TRIPS	Trade-related Aspects of Intellectual Property Rights
UCT	University of Cape Town
UK	United Kingdom
UNAM/UWC/NDI	University of Namibia/University of the Western Cape/National Democratic Institute (The Consortium)
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNECE	United Nations Economic Commission for Europe
US	United States
USAID	United States Agency for International Development
USAID/W	USAID/Washington
USDH	United States Direct Hire
USG	United States Government
USIS	United States Information Services
USPSC	United States Personal Service Contract
WCO	World Customs Organization
WSCU	Water Sector Coordinating Unit
WSTCU	Water Sector Technical Coordinating Unit
WTO	World Trade Organization

OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

Perhaps more than any other region in Africa, Southern Africa possesses both the natural and human resource potential for sustainable economic growth leading to significantly higher standards of living for the majority of its citizens, while at the same time being plagued by some of the most daunting development challenges faced by USAID anywhere. The low rate of economic growth, the devastating HIV/AIDS pandemic, extremely fragile democracies and increasing issues of transparency and accountability in governance present formidable challenges. In addition, the critical need for effective regional cooperation in the management of shared natural resources (water and wildlife), sub-optimal performance of the agricultural sector, politico-military conflicts, and the adverse effects of recent natural disasters are also major development challenges facing the region. The constraints posed by these challenges will affect overall program performance—the pace and scope of regional integration, progress in democracy, management of natural resources, and the agricultural sector in the region.

These constraints, however, should not obscure the region's great promise. USAID's regional strategy represents a constructive response to many of these challenges confronting the region. Frustrations with the lack of significant economic improvements in the Southern African Development Community (SADC) region have been vocally expressed by virtually all participants in the development process. The relatively small economies of SADC countries, excluding South Africa, received \$77 billion in net official development assistance from 1975-1997, while average per capita income growth was negative or stagnant from 1970-1997 for all countries except Botswana and Mauritius. Clearly, a new development paradigm is needed. The implementation of Poverty Reduction and Growth Facility programs in the region are a step in the right direction but much more is needed, including accelerated progress towards full regional economic integration (i.e., single marketplace), coupled with significantly improved economic, political and democratic practices, that can support and encourage the much higher levels of trade and investment needed to assure sustainable development and poverty reduction. For this, we need to see vast increases in cooperation and collaboration between SADC, its member states and donors. For our part, as noted in last year's R4, more USG, Agency and Bureau support for regionalism in Southern Africa will help achieve a bigger bang for the nearly one quarter of a billion dollars in Development Assistance that USAID annually puts into this region.

In some regards, new opportunities are presented by the aforementioned challenges. For example, there is more willingness to open up economies. SADC exports to the U.S. have increased significantly. Importantly, SADC agricultural exports to the U.S. under the U.S. Generalized System of Preferences increased by over 28% from 1999 – 2000. This is particularly important for SADC where 70-80% of the population derive their economic livelihood from agriculture. It also presents exciting new possibilities for ten of the fourteen SADC countries eligible under The Africa Growth and Opportunity Act (AGOA). SADC countries have expressed deep interest in AGOA. In response, the RCSA is collaborating with key partners (USDA and other U.S. agencies) and stakeholders (SADC, member states and private sector firms) to take advantage of the significant and important opportunities presented under AGOA.

As noted last year, a major development challenge that affects program performance has been the generally weak capacity of our regional partner institutions (both in the governmental and non-governmental sectors) because of the serious implications for the pace of implementation of the RCSA's regional activities. With the recent announcement of the major consolidation and restructuring of SADC, from 21 different sectors to four major clusters according to their cross-sectoral linkages – changes the RCSA has advocated to SADC over the past several years -- the potential for improved coordination and inter-sectoral synergies has increased significantly, and bodes well for the future. However, in the short run, this could mean significant delays for the RCSA's program implementation, due to the time lag involved in implementing SADC restructuring, staff changes and establishing rapport with the incoming staff. The RCSA plans to accelerate its investments in training and TA to strengthen managerial and implementation capacity of partner institutions, including SADC.

Real economic growth for the Southern African region in 2000 was 3.5%, according to preliminary estimates from SADC, compared to 2% in 1999. This was fueled by South Africa, the region's economic anchor, which achieved a real growth rate of 3.1% in 2000 (compared to 1.9% in 1999). According to SADC, the region requires a sustained average annual growth rate of at least 6.2% to effectively reduce poverty in Southern Africa. To achieve this level of growth will require a domestic savings rate of 19.6% and an investment to GDP ratio of 37.8%. In other words, the achievement of a 6% rate of regional economic growth will require more than double the current levels of saving and investment, which will require a four to fivefold increase in foreign investment and foreign assistance. SADC countries invested an average 18% of GDP over the period 1980-1998. The \$520 billion invested over this 18-year period only generated a \$60 billion increase in regional GDP, which means that \$8.7 billion of investment was needed to increase GDP by \$1 billion.

These statistics reflect an extremely low level of efficiency of investment in Southern Africa. In this regard, the RCSA and leading policymakers in the region agree that increasing emphasis needs to be placed on democratic processes and the importance of transparency and accountability, including the rule of law, in the development process of Southern Africa in order to maximize the return on financial resources. Also essential will be the RCSA's continued support for policy reforms leading to more integrated markets and freer movement of both finished goods and factors of production (including technology, labor, capital, goods and services).

Democratic processes in the region suffered major setbacks in several countries in the region last year. Democracy in the region continues to be fragile and is characterized by single-party dominant governments. Major issues of corruption and concomitant transparency issues arose in most SADC countries, including Angola, DRC, Lesotho, Malawi, Namibia, Swaziland, South Africa, Tanzania, Zambia and Zimbabwe. Several SADC countries, firms and individuals were identified in various UN and other reports as having a central role in the mining and marketing of conflict diamonds.

The relationship in the region between democracy and good governance, including, real political competition and functioning multiparty checks and balances, on the one hand and economic growth and development on the other, cannot be overemphasized. If democracy falters in Southern Africa the economic rebuilding that is urgently required is highly likely to collapse as well. Most countries in Southern Africa have acquired the trappings of Western-style governance, but they have been adapted to suit the narrow interests of a dominant political force. Several leaders in the region have or are in the process of revising their constitutional processes to ensure their stay in power. Thus, the USG democracy strategy in the region needs to focus more on political competition and to be much better funded in order to support our prior, current and future investments in economic growth and poverty reduction. If this battle is lost due to insufficient US support, the overall environment for increased trade and investment will suffer a critical, perhaps fatal blow, again to the detriment of important US interests in the region.

Finally, the political situation in Zimbabwe is having economic and political repercussions throughout the region. According to the Department of State's Human Rights Report for Zimbabwe, human rights deteriorated significantly in virtually all aspects of life in 2000, with the government being directly and indirectly responsible for much of the abuse. In addition to increasing reports of massive corruption, the continuing breakdown of law and order is having spillover effects on the rest of the region, including currency exchange rates, investment, tourism, immigration and trade. Because many of the RCSA's activities include Zimbabwe as an important participant, trends in the situation there will potentially impact on various RCSA activities, partners and results. In the medium term, the RCSA's efforts to help Southern African's develop region-wide democratic norms and standards, efforts which have been successful to date, will, if continued, establish parameters that democratic advocates, opposition parties, the general public and eventually the judiciary will be able to use to more firmly oppose undemocratic behavior by current and future regimes in the region.

SO Text for SO: **690-001 Increased regional capacity to influence democratic performance**

Country/Organization: USAID RCSA

Objective ID: 690-001

Objective Name: Increased regional capacity to influence democratic performance

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened
0% 1.2 More rapid and enhanced agricultural development and food security encouraged
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
10% 2.1 Rule of law and respect for human rights of women as well as men strengthened
50% 2.2 Credible and competitive political processes encouraged
20% 2.3 The development of politically active civil society promoted
20% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
0% 4.5 The threat of infectious diseases of major public health importance reduced
0% 5.1 Threat of global climate change reduced
0% 5.2 Biological diversity conserved
0% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
0% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Democracy

Primary Link to MPP Goals: Democracy and Human Rights

Secondary Link to MPP Goals (optional): Regional Stability

(Page limitations for narrative begin here):

Summary of the SO:

Democracy, the fundamental prerequisite for equitable and sustainable economic growth, has established a firm but not irreversible beachhead in Southern Africa. Several of these "new"

democracies, however, remain fragile and threatened with regression. The RCSA's democracy and governance (DG) strategy was developed and is implemented in close collaboration with key Southern African stakeholders. Their advice, borne by our experience, emphasizes that the region's unique and interdependent history inclines SADC governments to adopt democratic norms and practices in concert with fellow member states. Therefore, the RCSA's basic approach is to support indigenous partners that employ regional approaches to actively foster and advocate for democratic "best practices." The RCSA's financial and technical support enables these partners to develop strategic linkages between (IR1) information and (IR2) advocacy networks in order to promote (IR3) democratic norms (values, principles and processes) in three core areas: 1) anti-corruption initiatives, 2) elections and political processes, and 3) media pluralism, diversity and freedom. The SO made impressive progress during FY2000. The RCSA's anti-corruption initiatives are increasingly gaining momentum through regional stakeholders, and an anti-corruption "protocol" or agreement for eventual adoption by the SADC Heads of State has been drafted. Meanwhile, the RCSA-funded legal action defended the freedom of the media in a hostile environment. Thus, while the SO did not meet all of its indicator targets, overall progress is well on track; the SO continues to make strategically focused contributions to increasing regional capacity to influence democratic performance.

Key Results:

Despite reduced funding availability for capacity-building per se and the inexact nature of "quantitative" indicators (see Table 1), the RCSA's partners have developed increased capacity to contribute to effecting change at the regional level (SO; see Table 2). For example, the Southern African Forum Against Corruption (SAFAC) network of anti-corruption agencies developed out of Human Rights Trust of Southern Africa (SAHRIT) training workshops for policy makers, demonstrating (more than any indicator could) SAHRIT's ability to mobilize key players around a politically sensitive issue. SAFAC aims to strengthen the region's capacity to fight corruption. The SADC PF, which represents Southern Africa's parliamentarians, gained capacity to observe elections through staff training and field experience during national elections in Namibia and Mozambique in 1999, and in Zimbabwe, Tanzania, and Mauritius in 2000. In Mauritius, the SADC PF successfully observed and reported on the election independent of direct or in-country technical or logistical assistance from its cooperating partner, the National Democratic Institute for International Affairs (NDI). The Inter Press Service/Southern Africa Broadcasting Association (IPS/SABA) trained female journalists and expanded coverage of gender issues. The Media Institute of Southern Africa (MISA) opened a new national chapter, and now covers all the original eleven SADC countries. An independent evaluation noted that the chapters are the key to the successful implementation of MISA's media freedom strategy. The Southern Africa Media Development Fund (SAMDEF) provided capital grants and financial, business planning, marketing and training assistance to nine media bodies.

The RCSA's partners achieved all the targets set for developing democratic norms in the anti-corruption and media focus areas (see Table 3). SAHRIT collaborated with the SADC Legal Sector to draft an Anti-corruption Protocol that the SADC Heads of State are expected to consider in August 2001. While the Elections and Political Processes activities did not meet the ambitious indicator target, it is particularly noteworthy that the SADC PF adopted and is advocating the implementation of a set of election norms and standards based on its on-the-

ground experience. A key recommendation is that "to further enhance the independence and plurality of the Electoral Commission, it should have its own budget directly voted for by Parliament." Gender is an explicit element in the SADC PF's election observation checklist and to date roughly one quarter of its election observation delegates have been women. The SADC PF highlighted the lack of gender balance in party programs and amongst candidates in its press statements following the elections in Mauritius and Tanzania. The Southern Africa Research and Documentation Center (SARDC) consolidated principles of election reporting in three additional countries, thereby improving the quality of regional election coverage. Under mandate from the region's major governing and opposition political party leadership, the Universities of Namibia and the Western Cape and NDI (the UNAM/UWC/NDI Consortium) convened a gathering that adopted an eight-point action plan to strengthen the role of political parties in promoting democratic pluralism in Southern Africa.

Results have also been achieved in respect of advocacy (IR2). MISA launched its "Open the Airwaves" campaign to liberalize the region's broadcast media, and MISA's Legal Defense Fund achieved a landmark victory in defense of press freedom in Zimbabwe. In ruling the section of the Law and Order Maintenance Act unconstitutional, the Supreme Court judge said that it "exerts an unacceptable chilling effect on freedom of expression." The ruling sets a precedent in Southern Africa, where many countries' legal systems are based on similar codes of law. In addition, the Institute for Democracy in South Africa (IDASA) conducted Southern Africa's first regional opinion poll, providing baseline empirical data about citizens' perceptions about democracy, corruption and the media (IR1). The findings led to the study's conclusion that the real task confronting democracy advocates is not to convince people of the value of democracy, but to provide the skills and resources to promote key habits of democratic citizenship. USAID bilateral missions report finding the results valuable contributions to regional debate and policymaking. For example, IDASA believes that the survey results contributed to the South African government's modified position on HIV/AIDS.

Bilateral mission and partner synergies have amplified the impact of the RCSA DG program. For example, USAID/South Africa plans to use the IDASA survey as a diagnostic tool to help use its DG resources more strategically and will fund the South Africa portion of the IDASA survey for two more rounds. In terms of partner synergies, an independent analysis of the IPS/SABA SABANEWS regional news bulletins revealed that the use of government news sources dropped from 73% to 50% over 1996-1999, and that there has been a significant increase in the proportion of the RCSA grantees used as news sources.

Performance and Prospects:

Shortfalls in achievements in respect of IR3 (see Table 3) were largely due to over-ambitious targets. Nevertheless, the impact of the RCSA's partner activities has resulted in increased cooperation with SADC, thereby effecting positive change in the DG arena. For example, through collaboration with SAHRIT, the SADC Legal Sector assumed a more active role in combating corruption. SADC recognized the SADC PF's role in election observation. The SADC Gender Unit is working closely with the SADC PF/SARDC activity to attain SADC gender-related goals, for example, 30% representation of women in political and decision-making structures by 2005, and to strengthen the skills of women parliamentarians. The RCSA continues

to promote linkages amongst partners. With the RCSA's active encouragement, SAHRIT and the SADC PF are working together to broaden regional commitment to the Anti-corruption Protocol. As a result, the SADC PF has incorporated anti-corruption initiatives as an essential element of its five-year strategic plan. The SADC PF and the Election Commissions Forum of SADC countries (SADC ECF) are collaborating on election observation and election administration issues. SARDC works closely with IPS/SABA and MISA to develop capacity in cross-border election reporting and to broaden the dissemination of the articles thus generated. Synergies with the U.S.-SADC Forum are apparent from the May 2000 Communiqué, which endorses the RCSA's DG focus areas (see Information Annex J). A tight focus on three areas that are relevant to all nations in the region has enabled SO1 to achieve results despite several years of low funding levels. Sustained results, however, are contingent upon resource levels. Further reductions will have severe consequences for the program and the promotion of democracy in Southern Africa.

Possible Adjustments to Plans:

Drastic cuts have already meant that several partners will not be funded in FY2002 (EISA/SADC ECF, the UNAM/UWC/NDI Consortium, IPS/SABA, and IDASA). The current and proposed resource reductions will further constrain progress on activities that were planned with an annual \$3.0 million OYB. The cuts threaten the region's capacity to solidify democracy precisely when Southern Africa is adopting the "best practice" democratic norms and standards advocated by the RCSA's partners. Promising initiatives like SAFAC cannot be funded, and important initiatives that are clearly inculcating and strengthening democratic standards through USAID's support are likely to fail for lack of follow through. Adequately funded, the RCSA program offers the Agency and the USG the opportunity to enhance the effectiveness of limited DG resources by supporting regional DG advocates who promote democracy and fortify pro-democracy actors in every SADC country, providing critical impetus in favor of DG progress in the face of strong anti-democratic influences in the region. If this battle is lost due to insufficient US support, the overall enabling environment for increased trade and investment will suffer a critical, perhaps fatal blow, again to the detriment of important US interests in the region.

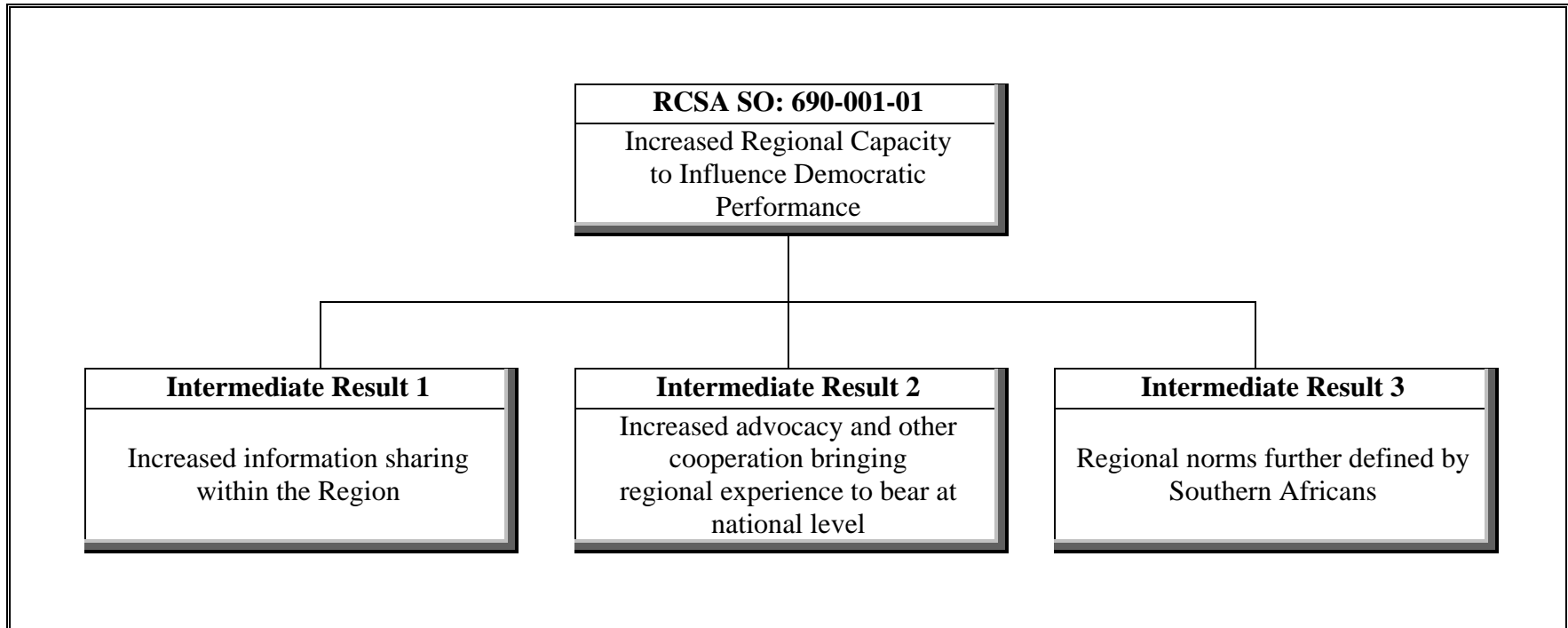
Other Donor Programs:

The RCSA's leadership in implementing a regional DG program has been recognized by donors who have actively sought SO1's expertise while establishing their own regional DG programs. Representatives from the national development agencies of Sweden, Switzerland, and the UK have all visited the RCSA in the past year for this purpose.

Major Contractors and Grantees:

The RCSA's DG partners include: anti-corruption initiatives: SAHRIT; elections and political processes: EISA/SADC ECF, SADC PF, SARDC, and the UNAM/UWC/NDI Consortium; media pluralism, diversity and freedom: IPS/SABA, MISA, and SAMDEF; democratic performance: IDASA. DATEX, an U.S. firm, provides grant administration services to the RCSA via the Strengthening Regional Economies through NGOs (STRENGTH) Activity.

RCSA Strategic Objective: DG 690-001-01



RCSA 690-001: Performance Data Table 1

Fiscal Year: FY2003

Objective Name: Increased regional capacity to influence democratic performance

Objective ID: 690-001

Approved: 1997-08

Country/Organization: USAID RCSA

Result Name: Increased regional capacity to influence democratic performance

Indicator: Increased effectiveness of organizations seeking to achieve regional DG impacts

Unit of Measure: Overall average score averaged on a 3-point scale of effectiveness: 3 = maximum

Year	Planned	Actual
1998 (B)		1.8
1999	1.9	2.5
2000	2.6	2.4
2001	2.4	
2002	2.5	
2003	2.6	

Source:

Ratings made by stakeholders or peers.

Indicator/Description:

SO-001 aims to expand the capacity within the region to share information and experiences and to collaborate in order to exert influence to achieve positive changes in democratic performance. The indicator is intended to reflect DG practitioners' perceptions about the effectiveness of SO-001 funded organizations in achieving these impacts.

Comments:

Regional organizations funded by SO-001 are assessed on 10 dimensions related to effectiveness in undertaking regional DG work: advocacy, analytical ability, attention to gender issues, appropriateness of institutional framework, collaboration, influence on debate, influence on policy, information dissemination, lobbying of key decision making institutions and use of regional experiences in their work. The organizations assessed this year were EISA/SADC ECF, IDASA, IPS, MISA, SADC PF, SAHRIT, SAMDEF and SARDC. The sample size achieved was 114. Note that the sample is not randomly selected and that the sampling error cannot be calculated. Results reported were calculated for the same organizations that were assessed last year. The average combined score achieved by all organizations on the three-point scale (min. Score = 1 and max. Score = 3) of perceived organizational effectiveness was 2.4, down from the 1999 score of 2.5 and short of the target of 2.6. Targets were based on the assumption that as a result of having received targeted technical assistance, perceptions of organizations' effectiveness would improve. Funding constraints have meant that available resources were largely devoted to activity implementation relative to organizational strengthening. Targets for future years have been scaled down to reflect anticipated funding cuts and changes in the basket of organizations that will be assessed.

RCSCA 690-001: Performance Data Table 2.1
(This Table will not be used for the FY 2004 R4)
Fiscal Year: FY2003

Objective Name: Increased regional capacity to influence democratic performance

Objective ID: 690-001

Approved: 1997-08

Country/Organization: USAID RCSCA

Result Name: SO-level Increased regional capacity to influence democratic performance

Indicator: Increased capacity of organizations seeking to achieve regional DG impacts - Competent Organizations

Disaggregated By: Scores - Competent Organizations

Unit of Measure: Percentage of organizations characterized as "Competent" based on a Regional Capacity Index.

Year	Planned	Actual
1999 (b)		60%
2000	60%	57%
2001	55%	
2002	50%	
2003	40%	

Source:

Self-assessments undertaken by SO-001 partners using a questionnaire designed to measure organizational capacity in areas regarded as critical to effective performance at the regional level.

Indicator/Description:

The Index incorporates the following dimensions related to effective functioning at a regional level of intervention: 1. Organizational structure and programmatic coherence, 2. management systems and leadership, 3. organizational culture and style, 4. administrative and financial capacity, 5. advocacy capacity and 6. strategic location. Dimensions 2,5 and 6 receive the heaviest weighting in the Index. Scores range from a minimum of 14 to a maximum of 75. Scores in the 14-35 range indicate weak organizations (W); scores in the 35-50 range indicate competent organizations (C) and scores of 51+ indicate strong organizations (S). Progress is measured in terms of the declining proportion of organizations characterized as "competent", with the expectation that the decline in this category will be accompanied by a commensurate increase in the "strong" category.

Comments:

The Index incorporates the following dimensions related to effective functioning at a regional level of intervention: organizational structure and programmatic coherence, management systems and leadership, organizational culture and style, administrative and financial capacity, advocacy capacity and strategic location. Progress is measured in terms of the growing proportion of organizations categorized as "Strong" so, by implication, the proportion of organizations categorized as "Competent" will decline over time. The 8 SO-001 partners and grantees that completed the self-assessment were: EISA, IDASA, IPS, MISA, SADC PF, SAHRIT, SAMDEF and SARDC. Results reported were calculated for the same 7 organizations that completed the self-assessment last year, namely the aforementioned organizations excluding IDASA. Targets were based on the assumption that 1-2 organizations per year would receive dedicated assistance. Funding constraints, however, have meant that available funds were wholly devoted to activity implementation. Targets have been adjusted in anticipation of further funding cuts and because some organizations (EISA and IPS) will no longer be funded. All the organizations except for SARDC showed an increase on the capacity measure over last year's results but not sufficiently large to effect a change in category.

RCSA 690-001: Performance Data Table 2.2

Fiscal Year: FY2003

Objective Name: Increased regional capacity to influence democratic performance

Objective ID: 690-001

Approved: 1997-08

Country/Organization: USAID RCSA

Result Name: SO-level Increased regional capacity to influence democratic performance

Indicator: Increased capacity of organizations seeking to achieve regional DG impacts - Strong Organizations

Disaggregated By: Organizational capacity: Strong organizations

Unit of Measure: Percentage of organizations characterized as "Strong" based on a Regional Capacity Index.

Year	Planned	Actual
1999 (b)		40%
2000	40%	43%
2001	45%	
2002	50%	
2003	60%	

Source:

Self-assessments undertaken by SO-001 partners using a questionnaire designed to measure organizational capacity in areas regarded as critical to effective performance at the regional level.

Indicator/Description:

The Index incorporates the following dimensions related to effective functioning at a regional level of intervention: 1. organizational structure and programmatic coherence, 2. management systems and leadership, 3. organizational culture and style, 4. administrative and financial capacity, 5. advocacy capacity and 6. strategic location. Dimensions 2,5 and 6 receive the heaviest weighting in the Index. Scores range from a minimum of 14 to a maximum of 75. Scores in the 14-35 range indicate weak organizations (W); scores in the 35-50 range indicate competent organizations (C) and scores of 50+ indicate strong organizations (S).

Comments:

The Index incorporates the following dimensions related to effective functioning at a regional level of intervention: organizational structure and programmatic coherence, management systems and leadership, organizational culture and style, administrative and financial capacity, advocacy capacity and strategic location. Progress is measured in terms of the growing proportion of organizations categorized as "Strong". By implication, the proportion of organizations categorized as "Competent" will decline over time. The 8 SO-001 partners and grantees that completed the self-assessment were: EISA, IDASA, IPS, MISA, SADC PF, SAHRIT, SAMDEF and SARDC. Results reported were calculated for the same 7 organizations that completed the self-assessment last year, namely the aforementioned organizations excluding IDASA. Targets were based on the assumption that 1-2 organizations per year would receive dedicated assistance. Funding constraints, however, have meant that available funds were wholly devoted to activity implementation. Targets have been adjusted in anticipation of further funding cuts and because some organizations (EISA and IPS) will no longer be funded. All the organizations except for SARDC showed an increase on the capacity measure over last year's results but the increase was not sufficiently large to effect a change in category.

RCSA 690-001: Performance Data Table 3.1

Fiscal Year: FY2003

Objective Name: Increased regional capacity to influence democratic performance

Objective ID: 690-001

Approved: 1997-08

Country/Organization: USAID RCSA

Result Name: IR 3 Regional norms further defined by Southern Africans

Indicator: Progress made in the implementation of agreements that embody regional norms in key areas - Anti-corruption initiatives

Disaggregated By: Key areas - Anti-corruption initiatives

Unit of Measure: Milestones

Year	Planned	Actual
1999 (b)		A (SAHRIT) B. Discussions initiated
2000	C	C
2001	D, E	
2002	F	
2003	G&H initiated	

Source:

Partner's reported achievements substantiated by documentary evidence

Indicator/Description:

Progress towards established milestones:

A. Partners funded by RCSA

B. Discussions on Agreements initiated

C. Agreement drafted

D. Satisfactory participatory process commenced

E. Consensus on Agreement achieved

F. Agreement formally concluded

G. Relevant legislation drafted/amended if necessary

H. Relevant institution/s established if necessary.

Comments:

Milestones are not necessary sequential. Agreements are defined as SADC protocols, MOUs, treaties, conventions, declarations, charters, codes of conduct, etc that are negotiated in both government and civil society sectors.

Anti-corruption Protocol drafted by SAHRIT (formerly HRRDTSA).

RCSA 690-001: Performance Data Table 3.2

Fiscal Year: FY2003

Objective Name: Increased regional capacity to influence democratic performance

Objective ID: 690-001

Approved: 1997-08

Country/Organization: USAID RCSA

Result Name: IR 3 Regional norms further defined by Southern Africans

Indicator: Progress made in the implementation of agreements that embody regional norms in key areas - Election and Political Processes: Standards for Election Observation

Disaggregated By: Key areas: Election and Political Processes (Standards for Election Observation)

Unit of Measure: Milestones

Year	Planned	Actual
1999 (B)		A (SADC PF)
2000	E Election dispute adjudication processes agreed	BC Norms and Standards for Elections drafted
2001	D, E	
2002	F	
2003	G underway	

Source:

Partner's reported achievements substantiated by documentary evidence.

Indicator/Description:

Progress towards established milestones:

A. Partners funded by RCSA

B. Discussions on Agreements initiated

C. Agreement drafted

D. Satisfactory participatory process in achieving consensus commenced

E. Consensus on Agreement achieved

F. Agreement formally concluded

G. Relevant legislation drafted/amended if necessary

H. Relevant institution/s established if necessary.

Comments:

Milestones are not necessary sequential. Agreements are defined as SADC protocols, MOUs, treaties, conventions, declarations, charters, codes of conduct, etc that are negotiated in both government and civil society sectors. The agreed norms and standards will mitigate against future election-related conflict.

RCSA 690-001: Performance Data Table 3.3

Fiscal Year: FY2003

Objective Name: Increased regional capacity to influence democratic performance

Objective ID: 690-001

Approved: 1997-08

Country/Organization: USAID RCSA

Result Name: IR 3 Regional norms further defined by Southern Africans

Indicator: Progress made in the implementation of agreements that embody regional norms in key areas - Election and Political processes (Principles of Election Coverage)

Disaggregated By: Key areas: Election and Political processes (Principles of Election Coverage)

Unit of Measure: Milestones

Year	Planned	Actual
1999 (B)		A (SARDC); D in 3 countries
2000	D in 7 countries	D in 6 countries*
2001	D in 7 countries	
2002	E (SADC PF)	
2003	F	

Source:

Partner's reported achievements substantiated by documentary evidence

Indicator/Description:

Progress towards established milestones:

A. Partners funded by RCSA

B. Discussions on Agreements initiated

C. Agreement drafted

D. Satisfactory participatory process in achieving consensus commenced

E. Consensus on Agreement achieved

F. Agreement formally concluded

G. Relevant legislation drafted/amended if necessary

H. Relevant institution/s established if necessary.

Comments:

Milestones are not necessary sequential. Agreements are defined as SADC protocols, MOUs, treaties, conventions, declarations, charters, codes of conduct, etc that are negotiated in both government and civil society sectors.

The Lesotho elections were postponed, and therefore could not be covered by SARDC.

The SARDC Cross-Border Activity ends in the third quarter of 2001. The SADC PF is now expected to achieve the activity result.

RCSA 690-001: Performance Data Table 3.4

Fiscal Year: FY2003

Objective Name: Increased regional capacity to influence democratic performance

Objective ID: 690-001

Approved: 1997-08

Country/Organization: USAID RCSA

Result Name: IR 3 Regional norms further defined by Southern Africans

Indicator: Progress made in the implementation of agreements that embody regional norms in key areas - Election and Political Processes (Election standards)

Disaggregated By: Key areas - Election and Political Processes (Election standards)

Unit of Measure: Milestones

Year	Planned	Actual
1999 (B)		A (EISA/ SADC ECF)
2000	B	B
2001	D and E	
2002	F	
2003	G and H initiated	

Source:

Partner's reported achievements substantiated by documentary evidence.

Indicator/Description:

Progress towards established milestones:

A. Partners funded by RCSA

B. Discussions on Agreements initiated

C. Agreement drafted

D. Satisfactory participatory process in achieving consensus commenced

E. Consensus on Agreement achieved

F. Agreement formally concluded

G. Relevant legislation drafted/amended if necessary

H. Relevant institution/s established if necessary.

Comments:

Milestones are not necessary sequential. Agreements are defined as SADC protocols, MOUs, treaties, conventions, declarations, charters, codes of conduct, etc that are negotiated in both government and civil society sectors.

A gathering of key stakeholders agreed to an overarching framework within which election standards would be explored. A Task Force was charged with developing a wider consensus on the standards. The SADC PF is now expected to spearhead the election standards as the RCSA can no longer fund EISA/SADC ECF's efforts.

RCSA 690-001: Performance Data Table 3.5

Fiscal Year: FY2003

Objective Name: Increased regional capacity to influence democratic performance

Objective ID: 690-001

Approved: 1997-08

Country/Organization: USAID RCSA

Result Name: IR 3 Regional norms further defined by Southern Africans

Indicator: Progress made in the implementation of agreements that embody regional norms in key areas - Election and Political Processes (Code of Conduct for Political Parties)

Disaggregated By: Key areas: Election and Political Processes (Code of Conduct for Political Parties)

Unit of Measure: Milestones

Year	Planned	Actual
1999 (B)		A. (UNAM/ UWC/ NDI Consortium)
2000	BC	BC
2001	DE	
2002	F	
2003	G initiated	

Source:

Partner's reported achievements substantiated by documentary evidence

Indicator/Description:

Progress towards established milestones:

A. Partners funded by RCSA

B. Discussions on Agreements initiated

C. Agreement drafted

D. Satisfactory participatory process in achieving consensus commenced

E. Consensus on Agreement achieved

F. Agreement formally concluded

G. Relevant legislation drafted/amended if necessary

H. Relevant institution/s established if necessary.

Comments:

Milestones are not necessary sequential. Agreements are defined as SADC protocols, MOUs, treaties, conventions, declarations, charters, codes of conduct, etc that are negotiated in both government and civil society sectors.

During a UNAM/UWC/NDI Consortium organized event, representatives of major government and opposition political parties and other political organizations achieved consensus on the need to launch a Consultative Conference of Political Parties (CCPP). The CCPP will examine several codes relating to political processes. The SADC PF is now expected to spearhead the Code of Conduct as the RCSA can no longer fund the Consortium's effort.

RCSA 690-001: Performance Data Table 3.6

Fiscal Year: FY2003

Objective Name: Increased regional capacity to influence democratic performance

Objective ID: 690-001

Approved: 1997-08

Country/Organization: USAID RCSA

Result Name: IR 3 Regional norms further defined by Southern Africans

Indicator: Progress made in the implementation of agreements that embody regional norms in key areas - Media (Windhoek Declaration)

Disaggregated By: Key areas: Media (Windhoek Declaration)

Unit of Measure: Milestones

Year	Planned	Actual
1991 (B)		A. MISA. Windhoek Declaration signed
2000	B Preparations for review underway	B Preparations for review underway*
2001	C Review contained in communiqué	
2002	D Recommend to SADC that the Declaration become a SADC Protocol	

Source:

Partner's reported achievements substantiated by documentary evidence

Indicator/Description:

Progress towards established milestones:

A. Partners funded by RCSA

B. Discussions on Agreements initiated

C. Agreement drafted

D. Satisfactory participatory process in achieving consensus commenced

E. Consensus on Agreement achieved

F. Agreement formally concluded

G. Relevant legislation drafted/amended if necessary

H. Relevant institution/s established if necessary.

Comments:

Milestones are not necessary sequential. Agreements are defined as SADC protocols, MOUs, treaties, conventions, declarations, charters, codes of conduct, etc that are negotiated in both government and civil society sectors.

* RCSA is the major funder of this event; additional donor funding has expanded the event to include representation from the entire African continent.

RCSA 690-001: Performance Data Table 3.7

Fiscal Year: FY2003

Objective Name: Increased regional capacity to influence democratic performance

Objective ID: 690-001

Approved: 1997-08

Country/Organization: USAID RCSA

Result Name: IR 3 Regional norms further defined by Southern Africans

Indicator: Progress made in the implementation of agreements that embody regional norms in key areas - Media (Independent Regulatory Bodies)

Disaggregated By: Key areas: Media (Independent Regulatory Bodies)

Unit of Measure: Milestones

Year	Planned	Actual
1999 (b)		A (MISA) D Advocacy commenced
2000	AD	AD
2001	H 1 IRB established	
2002	H 2 IRBs established	
2003	H 3 IRBs established	

Source:

Partner's reported achievements substantiated by documentary evidence

Indicator/Description:

Progress towards established milestones:

A. Partners funded by RCSA

B. Discussions on Agreements initiated

C. Agreement drafted

D. Satisfactory participatory process in achieving consensus commenced

E. Consensus on Agreement achieved

F. Agreement formally concluded

G. Relevant legislation drafted/amended if necessary

H. Relevant institution/s established if necessary.

Comments:

Milestones are not necessary sequential. Agreements are defined as SADC protocols, MOUs, treaties, conventions, declarations, charters, codes of conduct, etc that are negotiated in both government and civil society sectors.

RCSA 690-001: Performance Data Table 3.8

Fiscal Year: FY2003

Objective Name: Increased regional capacity to influence democratic performance

Objective ID: 690-001

Approved: 1997-08

Country/Organization: USAID RCSA

Result Name: IR 3 Regional norms further defined by Southern Africans

Indicator: Progress made in the implementation of agreements that embody regional norms in key areas - Media (MISA Chapters)

Disaggregated By: Key areas: Media (MISA Chapters)

Unit of Measure: Milestones

Year	Planned	Actual
1999 (b)		H Established in 10 countries
2000	H Established in 11 countries	H Established in 11 countries
2001	Activity completed	
2002	Activity completed	
2003	G underway	

Source:

Partner's reported achievements substantiated by documentary evidence

Indicator/Description:

Progress towards established milestones:

A. Partners funded by RCSA

B. Discussions on Agreements initiated

C. Agreement drafted

D. Satisfactory participatory process in achieving consensus commenced

E. Consensus on Agreement achieved

F. Agreement formally concluded

G. Relevant legislation drafted/amended if necessary

H. Relevant institution/s established if necessary.

Comments:

Milestones are not necessary sequential. Agreements are defined as SADC protocols, MOUs, treaties, conventions, declarations, charters, codes of conduct, etc that are negotiated in both government and civil society sectors.

Relevant civil society bodies are MISA National Chapters

SO Text for SO: **690-002 A more integrated regional market**

Country/Organization: USAID RCSA

Objective ID: 690-002

Objective Name: A more integrated regional market

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

95% 1.1 Critical private markets expanded and strengthened
0% 1.2 More rapid and enhanced agricultural development and food security encouraged
5% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
0% 2.2 Credible and competitive political processes encouraged
0% 2.3 The development of politically active civil society promoted
0% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
0% 4.5 The threat of infectious diseases of major public health importance reduced
0% 5.1 Threat of global climate change reduced
0% 5.2 Biological diversity conserved
0% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
0% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Open Markets

Secondary Link to MPP Goals (optional): Economic Development

(Page limitations for narrative begin here):

Summary of the SO:

Strategic Objective 2 (SO-002) supports Southern Africa Development Community's (SADC) market integration agenda by reinforcing regional efforts to: (IR1) reduce trade and investment barriers; (IR2) develop more efficient provision of infrastructure; and (IR3) build the long-term capacity of private sector and industry associations to advocate for and sustain policy reforms. This will increase SADC's global competitiveness, enabling the region to take advantage of

increased trade and investment opportunities made possible under the World Trade Organization (WTO) and The African Growth and Opportunity Act (AGOA), and it will allow for a more prosperous SADC region, leading to job creation, a more equal distribution of wealth and a better life for more Southern Africans.

Key Results:

Following SADC Trade Protocol ratification in January 2000, the SADC Free Trade Area (FTA) was launched in September. The RCSA provided support that was critical to this SADC achievement, including continuing the provision of trade policy advisors to member states, enabling broader and more informed participation by non-Southern African Customs Union (SACU) delegates at Trade Negotiating Forum (TNF) meetings and assisting some member states to develop and refine their tariff reduction offers and analyze the offers of other members. The RCSA has also helped to build private sector support through a series of national private sector awareness workshops; organizing roundtables on key issues under negotiation; providing a trade policy advisor to the SADC Secretariat; and developing issues and options papers for member states and the SADC Secretariat to consider at TNF meetings. This contributed to the Association of SADC Chambers of Commerce and Industry (ASCCI) signing a Memorandum of Understanding with the SADC Heads of State and Government at their October 2000 summit. This is perhaps the best evidence to date that SADC truly recognizes the role of the private sector as an equal partner in development, a viewpoint the RCSA has pressed at every opportunity over the last several years.

Eleven SADC countries were declared eligible for expanded trade benefits under AGOA and four have successfully completed the AGOA certification process. The RCSA's support included mobilizing 35 SADC trade and customs directors from 12 SADC countries to attend an intensive U.S. Customs Service/USTR workshop in Washington on AGOA customs provisions in August 2000. Also, the RCSA has recruited world class trade and customs experts to assist SADC member states in implementing AGOA provisions. These RCSA activities have played a key role in gaining AGOA certification for eligible countries.

In the past year, the RCSA has also been involved in the establishment of institutions and systems that will make up SADC's electricity trade market. This activity supports the objective of increased SADC trade in services and more efficient deployment of electricity infrastructure, supporting both regional business expansion and trade.

The RCSA also supported further implementation of transport sector reforms including continued replacement of monopoly laws applying to road and rail with laws that embrace open market access and a more competitive environment in SADC countries. Implementation of reforms has resulted in private sector participation in the region's rail industry rising from approximately 7% in 1997 to an estimated 20% in 1999/2000. This has contributed to an average 5% transport cost reduction in 2000. On one of the main corridors tracked, rail freight transport costs have dropped, suggesting efficiency improvements. On the other main corridor through Zimbabwe, while rail freight costs have remained high, road freight costs have declined reflecting a substantial increase in road freight business with the diversion of cargo from the unreliable rail route through Zimbabwe, to more reliable and cheaper road routes. Progress has also been made in the standardization and harmonization of railway transport policy; SADC

railways have now harmonized codes and nomenclature for stations, equipment and commodities. Furthermore, Southern Africa Railway Association (SARA) has been empowered as an advocate for railway transport policy reform and a forum for exchange of business and management practices.

The Rolling Stock Information System (RSIS) activity, which is installing a real time traffic monitoring system across railways in eight SADC states, has achieved a number of interim results. An accounting application has been developed, tested and prepared for installation at SARA to manage interline equipment exchange and hire; railways staff trained and equipped with modern operational and management skills; inter-railway communications strengthened through the installation of VSAT equipment replacing the unreliable, obsolete and theft-prone wire lines; and duplicate inspections at interchange/border points eliminated. RSIS traffic management applications are now in use in Botswana, Swaziland, Tanzania and Zambia. RSIS is expected to be fully operational early in 2002.

The RCSA's support in the last few years has also accelerated SADC telecommunications policy reform through support in drafting the protocol and the model legislation, and in the establishment and early development of the Telecommunications Regulators Association of Southern Africa (TRASA). Over the past year progress was evident in the increased number of countries adopting liberalized policies and enacting laws based on model legislation. The number of countries that established independent telecommunications regulators increased from six in 1999 to 11 in 2000. As a result of the liberalized market, mobile competition in the phone market has also expanded from five to all 14 SADC countries in the past year. Tele-density has continued to increase in the region, rising by a further 10% in 2000 to 4.9 lines per hundred people. SADC tele-density has now risen 55% since 1995. Moreover, the impact of SADC telecommunications reform is spreading throughout the continent. For example, the model provided by the TRASA for market liberalization and policy reform advocacy has now been adopted in West Africa.

Performance and Prospects:

The outlook for this SO has improved considerably due to the SADC Summit's recent approval of a SADC restructuring designed to strengthen the technical capabilities of the SADC Secretariat. For example, the institutional weakness of the SADC Trade and Industry Coordinating Division has long been recognized as a major obstacle to the effective negotiation, ratification, and implementation of the SADC Trade Protocol. The decision to establish a new Directorate for Trade, Industry, Finance, and Investment in the SADC Secretariat by August 2001 offers more opportunities for cooperation across these sectors.

In response to a request from the SADC Secretariat at the last US-SADC Forum, the RCSA is providing technical assistance to the National Technical Working Groups (NTWGs) to build national capacity for implementing the SADC FTA. The RCSA has been providing intensive support to the NTWGs in this process, thus laying the groundwork for more effective implementation of the FTA over the next year.

The SO is strengthening the capacity of key policy makers and stakeholders to understand and analyze critical policy issues. One indicator of this impact is the willingness of some key South African officials and private sector representatives to support a study on effective rates of protection, which they anticipate will counter protectionist opposition to further trade liberalization. The RCSA-funded "advocacy methodology" workshop enabled the ASCCI to develop a private sector strategy paper, which it plans to use at a high-level consultative forum to engage the region's private sector in dialogue with senior government officials on FTA implementation issues. The RCSA also supported ASCCI in needs assessment of NTWGs, thus leading to a much higher level of private sector involvement with these working groups than otherwise might have been possible.

The RCSA plans to launch a major customs and trade facilitation initiative in 2001. Several workshops for customs officials have already been held, one of which resulted in an agreement by regional tariff setting bodies to meet on a regular basis to address tariff rationalization issues. In addition, the RCSA has helped develop a prototype model for SADC-wide electronic certificates of source of origin to streamline implementation of the Trade Protocol's rules of origin and help member states also meet AGOA requirements.

In transport, increased private sector participation is contributing to rail transport cost reductions, and lower transportation costs are occurring on some – if not all - routes. The Durban-Ndola route via Beitbridge in Zimbabwe remains problematic due to monopoly behavior among both the private and public sector entities in some countries. The RCSA has started providing technical assistance to support privatization of state owned utilities and policy harmonization in member states traversed by selected transport corridors. To simplify customs laws and regulations, and documentation, the RCSA will be working with customs agencies in six target countries in the region.

Possible Adjustments to Plans:

The pipeline is sufficient to maintain activities as planned through FY2002. However, OYB cuts in FY2003 may lead to reductions in this SO's activities.

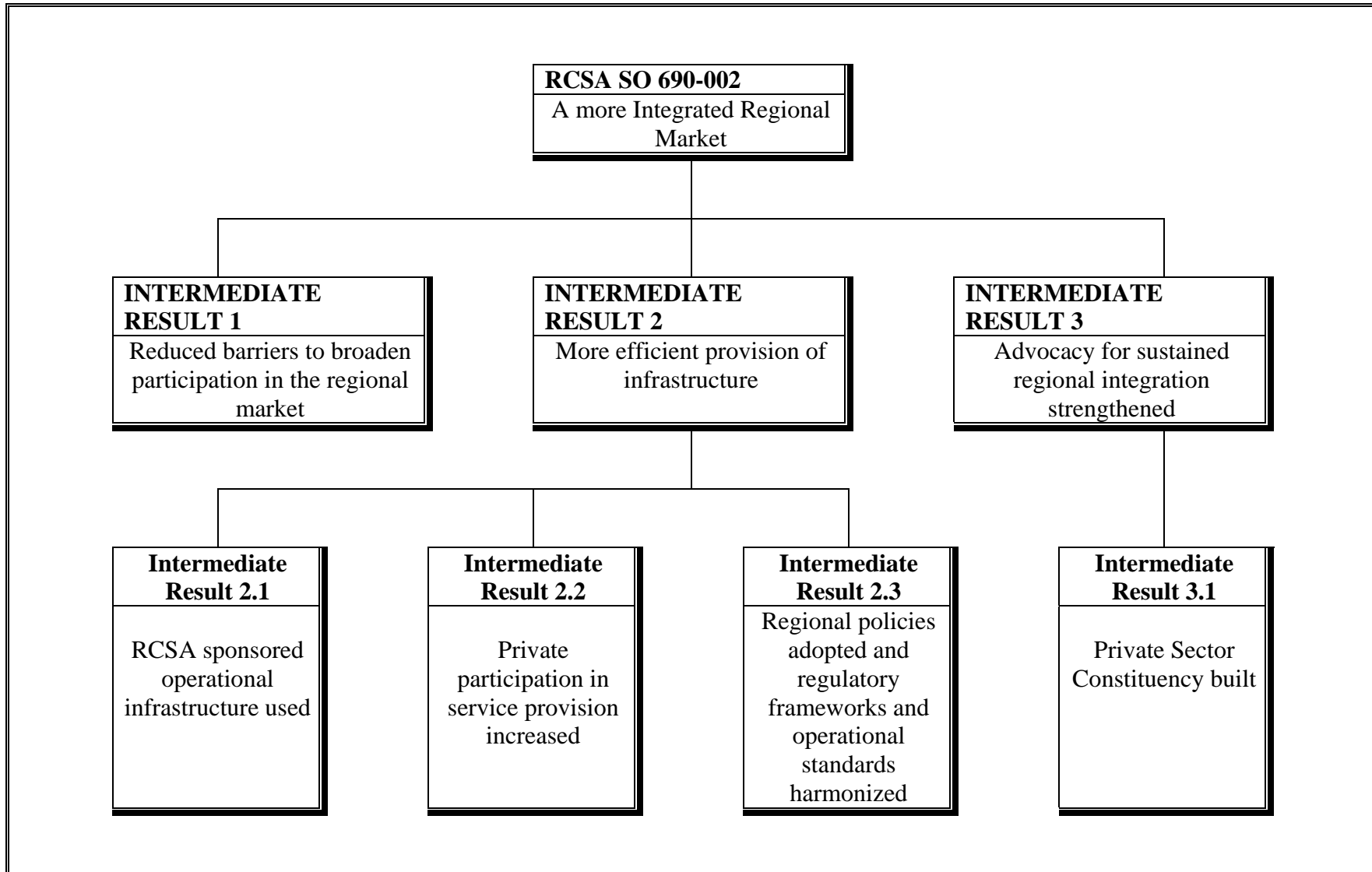
Other Donor Programs:

The SO collaborates closely with the GTZ in support of trade policy reform and has recently agreed to coordinate with DFID and OECD on some trade policy capacity building initiatives. Complementary regional initiatives by other donors include EU support to the finance and investment sector; UNCTAD's and SIDA's support to improve trade statistics; UK support for public sector reform; the IMF, EU and World Bank-funded Regional Integration Facilitation Forum (formerly the Cross-Border Initiative).

Major Contractors and Grantees:

Major U.S. contractors include Nathan Associates, PriceWaterhouseCoopers, Nexant (formerly Bechtel), Chemonics International, The Services Group, Financial Markets International, Datex and Aurora Associates International. These contractors also utilize a number of regional subcontractors and consultants.

The RCSA Strategic Objective: Market Integration 690-002-01



RCSA 690-002: Performance Data Table 1

Fiscal Year: FY2003

Objective Name: A more integrated regional market

Objective ID: 690-002

Approved: 1997-08

Country/Organization: USAID RCSA

Result Name: SO-level A more integrated regional market

Indicator: Value of intra-SADC trade

Unit of Measure: US\$ million (Data is on a calendar year basis)

Year	Planned	Actual
1995 (B)		9,044
1996		8,417*
1997	8,919	9,179
1998	9,097	9,732
1999	9,279	9,375**
2000	9,465	
2001	9,465	
2002	10,435	
2003	10,957	

Source:

Primary sources are national statistics offices' customs and revenue authorities. The raw data can be found in SADC sector and IMPACT Project consultancy reports. 1997 data are based on a 1998 data collection consultancy report by Imani Development (Pvt.) Ltd. of Zimbabwe and on own calculations. 1998 data are based on a 1999 data collection consultancy report by Botswana Institute of Development Policy Analysis. Data are on a calendar year basis.

Indicator/Description:

Total exports (from each of the SADC countries to the others). 1995 is the base year. Figures for 1996 and 1997 are adjusted for inflation - using average GDP deflators. In 1998, data are deflated with a trade weighted GDP deflator. Projections /targets are guided by assumptions with regards real GDP growth and the beneficial impact of trade liberalization; and are given as a real increase of 2% per year through 1999 and 5% thereafter. These projections could still be refined further as more data become available.

Comments:

This SO-level indicator (reflecting for the most part the expansion of South African exports in the region) shows the combined impact of USAID/RCSA, regional institutions and other donors' assistance towards free trade in the region.

Regarding the choice in indicator, since one SADC member's intra-regional exports are another member's intra-regional imports; it is sufficient to report on exports alone. Nevertheless, we do track total intra-SADC imports. Totals for intra-SADC import data compiled are close to those reported here for exports (\$9,127 million for intra-SADC imports in 1997). *1996 real intra-SADC trade value was revised downward from \$8,744 million in last R4 due to revisions in country data. Regarding validity: The type of data chosen adequately represents the result targeted: expansion in trade. Since the trade data compiled by official customs statistics offices covers all trade - there is no sampling done and therefore no representation issue. In SADC, all of these offices have data collection and checking procedures to minimize and address measurement and transcription errors. For example, in many countries, simultaneous data entry at separate data entry posts is done, allowing for the subtraction of one data set from the other to cross check for transcription errors. Regarding reliability, terms of reference for data collection subcontracts include a detailed description of the data collection process, which remains consistent over time. Data analysis is done in-house to maintain consistency.

Progress in this indicator reflects in part the beneficial impact of RCSA involvement in ensuring ratification of the SADC trade, transport and telecommunications protocols and in supporting trade liberalization in SADC. The SO team's trade tariff reduction, free trade area implementation, road and rail management, border post reform, telecommunications reform and energy trade activities all either reduce barriers to trade or the cost of doing trade in the region and so contribute to a more integrated regional market.

For the trade expansion projections, GDP growth is used as a basis because growth in GDP reflects growth in output, which allows for increased exports. At the same time, GDP growth also reflects increased incomes, which allow for growth in imports. In 1998 and 1999, the international financial crisis had slowed down global growth and therefore global demand for commodities exported by the region. In addition to this, the adverse impact on South Africa, the largest economy in the region resulted in a slowdown in South Africa with growth of less than 1% in 1998. From the end of 1999, however, growth in South Africa has begun to pick up. From 2000 onwards, now that the SADC trade protocol is ratified, it is assumed that the growth rates for most countries in the region will revert to an average of about 5% (3% for South Africa) and that this growth will now be supported by the beneficial effects of increased trade liberalization which will have become more evident.

A proxy is used since intra-SADC trade export values for 1999 compiled under a data collection sub-contract in Nov 2000-Feb 2001 are not credible. Magnitudes reported were inconsistent with past values and trends. Furthermore, our spot checks on bilateral trade values for 1999 reveal large discrepancies. We have therefore compiled an interim proxy using intra-SADC import data for 1999, pending a full review of the data submitted.

RCSA 690-002: Performance Data Table 2.1

Fiscal Year: FY2003

Objective Name: A more integrated regional market
 Objective ID: 690-002
 Approved: 1997-08 Country/Organization: USAID RCSA
 Result Name: IR 2.2 More efficient provision of infrastructure
 Indicator: Costs of transporting imports - Beira to Ndola
 Disaggregated By: Transport corridor/ route Beira to Ndola

Unit of Measure: US\$ at deflated prices - Beira to Ndola

Year	Planned	Actual
1997 (B)	NA	2,676*
1998	2,542	2,520*
1999	2,415	2,475*
2000	2,174	2,142*
2001	1,956	
2002	1,761	
2003	1,584	

Source:

Quotations from railway and major road transporters, as supplied in Giersing-Rose transport data collection reports.

Indicator/Description:

Minimum cost (in US\$ by either road or rail) of transportation for an inbound full twelve-meter container. The least of the quotes is taken as the cost of transportation. Decline in cost is taken as the most important long-term indicator of operational efficiency improvements.

The two routes reported in the pair of tables were selected on the grounds that they currently represent the backbone of the SADC transport system with each traversing three or four key countries in intra-SADC trade.

* The data have been deflated using a rough trade-weighted regional inflation estimate approximating 10% in most years.

Comments:

This indicator reflects the beneficial impact of the RCSA's support to the formulation of the SADC transport protocol, and to corresponding adjustments to legislation. The minimum transport cost reported for a route may turn out to be either the road or rail transport cost. In a competitive market, rail costs would normally be lower than road costs. This is not yet always the case in the region due in part to the inefficiency of state-run rail systems and un-competitive, monopolistic behavior. The Beira-Ndola route however, is one route where rail costs are sometimes lower than road costs. The RCSA's interventions, such as the road and rail management systems activities, and the encouragement of sales of some business segments to private operators are all aimed at further improving efficiency and competitive practice - at breaking down monopoly practices in these sectors, including monopoly pricing behavior.

The transport cost data compiled are based on transporters' price quotes that can be randomly crosschecked by the operating unit, by communicating directly with road haulers and railways. In the future it should be easier to do such checks since both road and rail transporters have now formed regional associations that the RCSA will use in implementing road and rail management systems activities. Transport cost data collection sub-contracts have ensured a consistent data collection process is followed from one year to the next.

The planned values project a reduction in transportation costs at the rate of 5% per year up to 1999 and then at 10% up to the year 2001 when costs are expected to stabilize with marginal reductions of 2% per year.

Change to table: In accordance with new PMP requirements, this table, which previously reported performance on two separate routes, has now been split into two tables. Next year the presentation of the indicator will be changed. It will be reported as the US\$ cost per km of route traveled. The average cost per km on selected routes will then be calculated and presented in a single table.

RCSA 690-002: Performance Data Table 2.2

Fiscal Year: FY2003

Objective Name: A more integrated regional market
 Objective ID: 690-002
 Approved: 1997-08 Country/Organization: USAID RCSA
 Result Name: IR 2.2 More efficient provision of infrastructure
 Indicator: Extent of telecommunications service provision
 Disaggregated By:

Unit of Measure: Tele-density of telephone networks (covering fixed, cellular and internet networks). Measured as the average number of lines per 100 inhabitants

Year	Planned	Actual
1993 (B)	NA	2.68
1997	3.92	3.63
1998	3.92	4.13
1999	4.32	4.47
2000	4.75	4.90
2001	5.22	
2002	5.74	
2003	6.32	

Source:

Giersing-Rose Data Collection Reports. Data in reports taken from the International Telecommunications Union publication of global telecommunications indicators and from USTDA reports.

Indicator/Description:

Tele-density is a standard measurement used in the telecommunications industry to measure the extent of development and the reach of a telecommunications network. It measures the density of the service relative to the population. Projections are based on a 10% annual growth rate in tele-density, which is considered reasonable given the significant impact the introduction of cellular phones has, and based on the expected impact of more liberal telecommunications legislation.

Comments:

This indicator reflects the beneficial impact of the RCSA's activities to support the transport and telecommunications protocols, and corresponding adjustments to legislation. Recent trends in consolidation of the market for service providers necessitated the adoption of tele-density as a more suitable indicator, reflecting the expansion in the consumer market shares captured by existing service providers. The tele-density indicator has been introduced as a more appropriate measure of the provision and use of telecommunications infrastructure to SADC consumers, than the previous indicator, which counted the number of service providers. This data are generally reliable, the sole exception may be Malawi where authorities report tele-density as having remained low and constant over the past few years. One might suspect a data validity or integrity problem here - though we have not been able to confirm this. It is possible the authorities may not have measured and updated tele-density data; they may have simply projected the value for a given year forward. It is also possible that authorities may choose to deliberately under-report performance in order to attract donor support. This said, however, Malawi is a small player in the regional market without significant influence on the overall trend.

The operating unit will carry out periodic checks against tele-density data sourced from the newly formed Telecommunications Regulators Association of Southern Africa, TRASA.

Note that a typo in last year's table resulted in planned and actual values for 1997 being erased and all subsequent values being shifted one row up. The data have been shifted back down one row and the 1997 values re-inserted.

RCSA 690-002: Performance Data Table 3

Fiscal Year: FY2002

Objective Name: A more integrated regional market
 Objective ID: 690-002
 Approved: 1997-08 Country/Organization: USAID RCSA
 Result Name: IR 2.2 More efficient provision of infrastructure
 Indicator: Costs of transporting imports - Durban to Ndola
 Disaggregated By: Transport corridor/route: Durban to Ndola Corridor

Unit of Measure: US\$ at deflated prices

Year	Planned	Actual
1997 (B)	NA	3,100
1998	2,945	2,898*
1999	2,798	2,521*
2000	2,518	2,592*
2001	2,266	
2002	2,040	
2003	1,836	

Source:

Quotations from railway and major road transporters, as supplied in Giersing-Rose transport data collection reports.

Indicator/Description:

Minimum cost (in US\$ by either road or rail) of transportation for an inbound full twelve-meter container. The least of the quotes is taken as the cost of transportation. Decline in cost is taken as the most important long-term indicator of operational efficiency improvements.

The two routes reported in the pair of tables were selected on the grounds that they currently represent the backbone of the SADC transport system with each traversing three or four key countries in intra-SADC trade.

* The data have been deflated using a rough trade-weighted regional inflation estimate approximating 10% in most years.

Comments:

This indicator reflects the beneficial impact of the RCSA's support to the formulation of the SADC transport protocol, and to corresponding adjustments to legislation. The minimum transport cost reported for a route may turn out to be either the road or rail transport cost. In a competitive market, rail costs would normally be lower than road costs. This is not yet always the case in the region due in part to the inefficiency of state-run rail systems and un-competitive, monopolistic behavior. The Durban-Ndola route through Zimbabwe is a case in point. High rail transport costs in Zimbabwe have led to switching of freight to road transport - which though cheaper has also experienced an increase in cost in 2000 due in part to inflation rates of over 60% in Zimbabwe. The RCSA's interventions such as the road and rail management systems activities, and the encouragement of sales of some business segments to private operators are all aimed at improving efficiency and competitive practice - at breaking down monopoly practices in these sectors, including monopoly pricing behavior.

The transport cost data compiled are based on transporters' price quotes that can be randomly cross-checked by the operating unit, by communicating directly with road haulers and railways. In the future it should be easier to do such checks since both road and rail transporters have now formed regional associations that the RCSA will use in implementing road and rail management systems activities. Transport cost data collection sub-contracts have ensured a consistent data collection process is followed from one year to the next.

The planned values project a reduction in transportation costs at the rate of 5% per year up to 1999 and then at 10% up to the year 2001 when costs are expected to stabilize with marginal reductions of 2% per year.

Change to table: In accordance with new PMP requirements, this table, which previously reported performance on two separate routes has now been split into two tables. Next year the presentation of the indicator will be changed. It will be reported as the US\$ cost per km of route traveled. The average cost per km on selected routes will then be calculated and presented in a single table.

RCSA 690-002: Performance Data Table 4

Fiscal Year: FY2003

Objective Name: A more integrated regional market

Objective ID: 690-002

Approved: 1997-08

Country/Organization: USAID RCSA

Result Name: IR 1 Reduced barriers to broadened participation in the regional market

Indicator: Proportion of Intra-SADC Imports subject to tariffs in excess of 10%

Disaggregated By:

Unit of Measure: CY. Percentage (of total value of intra-SADC imports subject to tariffs in excess of 10%). Data is collected every second year**.

Year	Planned	Actual
1995 (B)	NA	39.5
1997	37.0	28.2*
1999	25.9	21.5
2001	18.5	
2003	15.0	

Source:

Baseline data derived from SADC briefing paper entitled, "'Hard-Core' Tariffs on Intra-SADC Trade, and Their Elimination in the Context of the Implementation of the SADC Trade Protocol" (December 1997). 1997 data were estimated from tariff offers and does not represent actual duty collected at border posts. *rough estimate- calculations using data from Imani Development (Private) Limited (Zimbabwe) Data Collection Report. The RCSA engaged consultants to collect actual data comparable to the baseline estimate for 1999 and beyond. It should be noted that this is a complex exercise, which cannot be carried out annually. It is done every two years.

Indicator/Description:

Percentage of total intra-SADC imports subject to tariffs in excess of 10%, derived by determining the actual import tariff rate charged, as the ratio of the value of duty collected on corresponding intra-SADC imports per HS2 category. The percentage of total intra-SADC imports that has a rate in excess of 10% can then be established. Note that in 1997, an estimate based on what is expected from tariff offers made by SADC countries was used. The 1997 estimate does not, therefore, report actual taxes paid at the border in 1997. Improvements in the 1997 indicator value (lower values) therefore reflected progress made in trade negotiations, but not necessarily in implementation.

Comments:

The proportion of intra-SADC imports subject to tariffs in excess of 10% tracks tariff reductions for imports between SADC countries. This allows IR1 managers to track the extent to which SADC trade negotiations and free trade area implementation activities, which the RCSA supports are making a difference, alongside other effects such as COMESA tariff reductions. These activities directly reduce barriers to trade and therefore, barriers to broadened participation in the regional market - the IR-level result. Note that data for Angola, DRC and Seychelles are excluded. 1995 data on import shares by tariff range were not available for Tanzania.

Regarding data validity, the import tariff data chosen fully represents the result targeted: reduction in import tariffs between SADC countries. Since the import value and duty compiled by official customs statistics offices cover all trade - there is no sampling done and therefore no representation issue. In SADC, all of these offices have data collection and checking procedures to minimize and address measurement and transcription errors. For example, in many countries, simultaneous data entry at separate data entry posts is done, allowing for the subtraction of one data set from the other to cross check for transcription errors. Regarding reliability: The terms of reference for tariff data collection subcontracts include a detailed description of the data collection process, which is kept consistent over time. Data analysis is done in-house to maintain consistency.

Planned values for 1996-99 are based on the fact that only 3 countries had ratified the SADC protocol at the end of 1997, and the assumption that 5 countries would have ratified it by the end of 1998. The fact that by 1997/98, some COMESA countries such as Zimbabwe had implemented lower COMESA tariffs for fellow COMESA members is also taken into account. Planned values starting from 1999 were based on assumption that the protocol would be ratified and tariff schedules negotiated by end of 1998, and that tariff reductions would be phased in over 6-8 years after ratification. Revised targets assume a 30% reduction between 1997 and 1999 and a total 50% reduction by 2001 and 60% reduction by 2003. These assumptions are guided by the magnitude of commitments being made under regional trade protocols. The assumptions, however, are more conservative than the commitments imply. Assumptions also take into account the expectation that the RCSA's planned interventions to address implementation constraints will avert a slow down in the tariff reduction process.

SO TEXT FOR SO: 690-012 INCREASED REGIONAL COOPERATION IN THE MANAGEMENT OF SHARED NATURAL RESOURCES

Country/Organization: USAID RCSA

Objective ID: 690-012

Objective Name: Increased regional cooperation in the management of shared natural resources

Self Assessment: Not Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened
10% 1.2 More rapid and enhanced agricultural development and food security encouraged
10% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
0% 2.2 Credible and competitive political processes encouraged
0% 2.3 The development of politically active civil society promoted
0% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
0% 4.5 The threat of infectious diseases of major public health importance reduced
0% 5.1 Threat of global climate change reduced
10% 5.2 Biological diversity conserved
0% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
70% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals (optional): No Secondary Linkage

(Page limitations for narrative begin here):

Summary of the SO:

SO-012 addresses sustainable development by seeking to increase cooperation in the management of shared watercourses, critical ecosystems and migratory wildlife. Southern Africa is one of the world's richest depositories of flora and fauna, most of which frequently transit national frontiers. These resources represent an enormous source of potential wealth.

Southern Africans, with assistance from USAID, are beginning to meet the challenge by creating Trans-boundary Natural Resource Management Areas (TBNRMAs). These are large tracts of land straddling the boundaries of two or more countries that share a large-scale ecosystem. Several governments have agreed, in principle, to establish TBNRMAs. This agreement constitutes a major step toward achieving sustainable cooperation in shared natural resources management. With governments creating a positive policy environment, both the private sector and rural Southern Africans living in or near TBNRMAs will benefit from the economic opportunities the TBNRMAs represent. Effective management requires ongoing cooperation, coordination, and commitment. The SO-012 strategy for achieving this is to support national governments and communities in the establishment of jointly managed TBNRMAs. SO-012 decided to support three TBNRMAs (See Annex E): 1 - Limpopo River Basin (Botswana, Mozambique, South Africa, and Zimbabwe) 2 - Gaza-Kruger-Gonarezhou (Mozambique, South Africa and Zimbabwe), and 3 - Four Corners (Botswana, Namibia, Zambia and Zimbabwe). IR12.1 focuses on institutionalizing best practices regionally. IR12.2 supports the development of the necessary policies, protocols and regulatory actions to guide on-the-ground implementation. IR12.3 supports capacity building of selected institutions – government agencies, training institutes and NGOs – that supply essential support services to the nascent TBNRMAs. IR12.4 supports the development of ecological monitoring systems to provide data for decision-makers. Following approval of the amended strategy in January 2000, the SO-012 team began mobilizing partners and staff resources for implementation during the period under review (January 2000 – September 2000). SO-012 modified targeted areas of intervention in response to a changing environment and stakeholder priorities while refining activities in consultation with key stakeholders and other donors. Consequently, SO-012 did not meet the original indicator targets.

Key Results:

Beginning in January 2000 with approval of its Strategic Objective, SO-012 mobilized for implementation. While SO-012 fell short of its indicator targets (see Tables 1-4), governments did agree, in principle, to the establishment of TBNRMAs encompassing internationally acclaimed protected areas. The governments of Mozambique, South Africa and Zimbabwe committed themselves to the establishment of the Gaza-Kruger-Gonarezhou (GKG) TBNRMA. Botswana, Namibia, Zambia, and Zimbabwe reached preliminary agreement on the creation of the Four Corners TBNRMA. Stakeholder consultation workshops (November 2000 and January 2001) validated support from the private sector, governments and civil society organizations for this TBNRMA. More importantly, governments recognized the need to fully involve both private business and civil society organizations in the development of the TBNRMAs.

For reasons documented below, SO-012 changed its targeted river basin from the Okavango to the Limpopo. Having supported the completion of the final amendments to the SADC Protocol on Shared Watercourses, the RCSA will support implementation of the Protocol in the context of the Limpopo River Basin. The government of Zimbabwe invited long-term RCSA partner, International Union for Conservation of Nature/Regional Office for Southern Africa (IUCN-ROSA) who implement the Networking and Capacity Building (NETCAB) Activity, to draft the

agreement to establish the ZIMOZA TBNRMA. The RCSA is considering adding the ZIMOZA (Zimbabwe, Mozambique and Zambia) TBNRMA as a target area.

Building on governments' growing commitment to establishing TBNRMAs, SO-012 selected a contractor to support GKG in January 2001. SO-012 selected its contractor for the Four Corners TBNRMA after having scaled down the activity's geographical focus. The RCSA will support the Limpopo River Basin. A RFP for supporting the Limpopo River Basin activity will be issued in April 2001.

To support the TBNRMAs, SO-012 is building the foundations for institutionalizing viable practices in natural resources management (IR12.1) and capacity-building initiatives (IR12.3 – see Tables 3 and 4). Progress in policy development (IR12.2) is behind schedule (See Table 2) although in a step forward, two additional countries ratified the Wildlife Protocol bringing the total to three of the required minimum of nine countries that must ratify a protocol. A Task Order under the Regional Activity to Promote Integration through Dialogue and Policy Implementation (RAPID) to facilitate ratification of the protocol is in place and the consultants are being recruited. NETCAB completed the seven-country assessment that forms the basis for the formulation of a SADC-wide Sport Hunting policy planned for incorporation into the Wildlife Protocol. With NETCAB support, environmental education was included as an important principle in the Environmental Management Bill of Zimbabwe. The Bill aims to influence policies for environmental education as a means to improve natural resources management. South Africa, Mauritius, and Botswana are also addressing this issue under this activity. The ongoing Natural Resources Accounting Activity and support to the Southern African Wildlife College increased the numbers of people trained in natural resources accounting and natural resources management by 25 and 20 respectively.

Performance and Prospects:

At the beginning of the FY2000, SO-012 planned to support the establishment of TBNRMAs in Okavango-Chobe (inclusive of the Okavango River Basin), GKG and Lake Malawi. In the interests of supporting a coherent USG response to the floods of 2000, SO-012 selected the Limpopo River Basin as the implementation site for support to the SADC Water Protocol and dropped the Okavango River Basin. SO-012 scaled down support to Lake Malawi from a targeted TBNRMA to a possible limited intervention because of field implementation constraints. The RCSA may add ZIMOZA to the list of targeted TBNRMAs.

In FY2001, SO-012 will complete mobilization of implementing partners for the targeted TBNRMAs. This entails signing contracts for the GKG TBNRMA and the Four Corners TBNRMA during the third quarter and the Limpopo River Basin in the fourth quarter FY2001. Mobilization of TBNRMAs implementing partners will ensure achievement of planned targets for applying viable practices in the establishment of these TBNRMAs. A regional study of community-based tourism enterprises will assist the Regional Tourism Organization of Southern Africa (RETOSA) in working with the TBNRMAs to respond to overseas demand for nature-based tourism experiences (IR12.1). The RCSA will continue to build on program synergies with USAID/Namibia and USAID/Zambia in Community-based Natural Resources Management

(CBNRM) by supporting and sharing best practices. SO-012 will also re-orient NETCAB to support the TBNRMA policy agenda by disseminating information and creating networks, activities in which NETCAB has extensive experience.

To facilitate progress on IR12.2 a policy gap analysis will highlight the barriers to increased regional cooperation in implementing special protocols. Further, SO-012 will assist the SADC Wildlife Technical Sector Coordinating Unit (WTSCU) to obtain ratification of the wildlife protocol by applying techniques learned in ratifying the SADC Water Sector Coordinating Unit Water Protocol. In particular, SO-012 will approach the SADC Parliamentary Forum, a body representative of the parliamentarians of the region, to lobby decision-makers on regional environmental issues and to accelerate national ratification processes. A recently completed survey of wildlife college curricula across the region will begin the process of harmonizing those curricula. (IR12.3). Similarly the electronic networking of the region's wildlife departments will begin (IR12.3). GIS personnel will receive training through the SADC ELMS Training and Education Sub-program (SETES) grant to the Environmental Sciences Department of the University of Botswana and the nine collaborating universities. This activity will contribute directly to improved ecological monitoring within the targeted TBNRMAs (IR12.4). Education, Democracy and Development Initiative (EDDI) funds will support the Okavango Delta Research Center in promoting wetlands ecological research and regional technical coordination.

Possible Adjustments to Plans:

During FY2002, SO-012 will focus on finalizing agreements with the RCSA's TBNRMA implementing partners. The political situation in Zimbabwe may alter funding priorities.

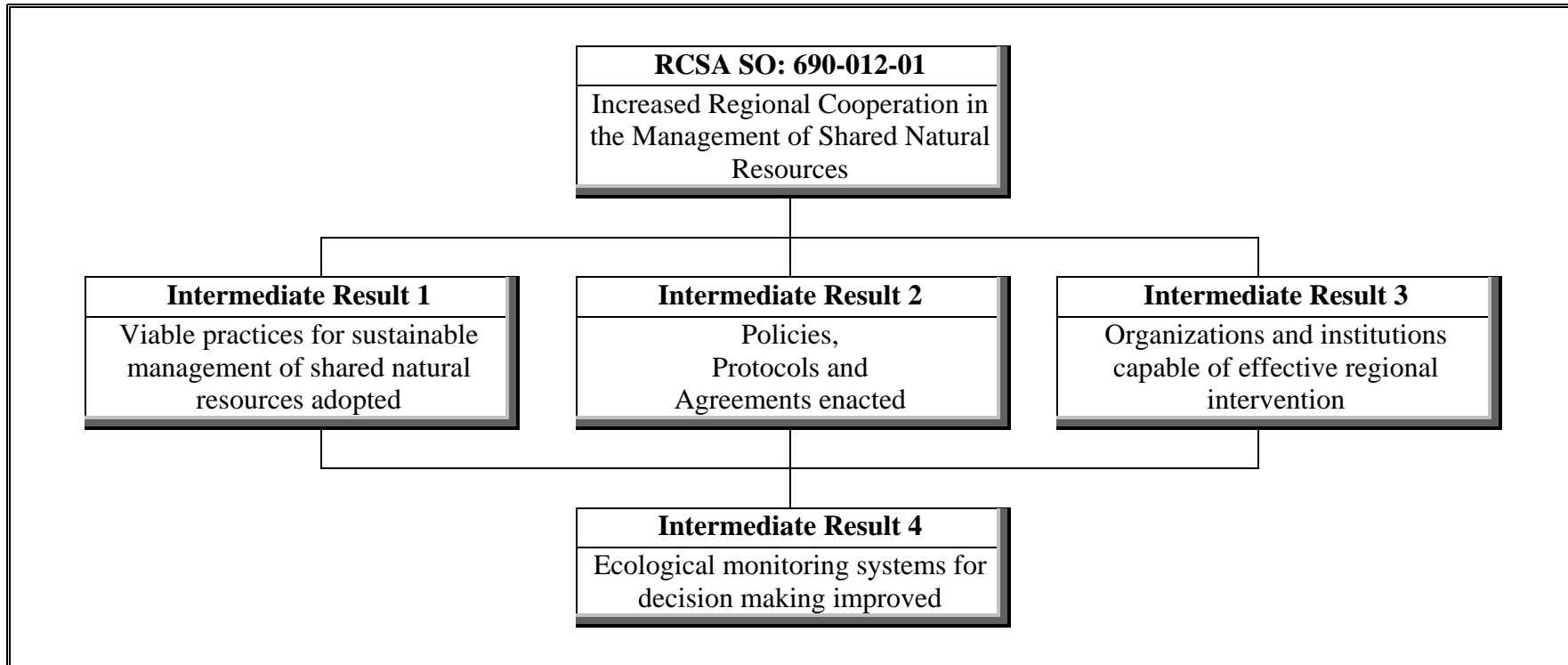
Other Donor Programs:

GTZ complements the RCSA's interventions in the Limpopo River Basin by supporting institutional development while the GEF through the UNDP is providing support for OKACOM, which compliments the RCSA's Four Corners TBNRMA program. The German Development Bank is supporting the upgrading of Mozambique's infrastructure to improve access to that portion of the GKG TBNRMA while the World Bank and the EU will support GKG's park planning processes. The RCSA participates in Donor Coordination Committees for GKG and the SADC Water Sector, the latter involving British, French, Swiss and Danish donor organizations.

Major Contractors and Grantees:

The SADC Sector Coordinating Units for Water, Wildlife and Environment and Land Management (ELMS) remain the principal partners in implementation. The African Wildlife Foundation (AWF) is the principal contractor for the Four Corners TBNRMA while IUCN-ROSA continues to implement the NETCAB Activity. World Wildlife Foundation (WWF) and CARE International are implementing CBNRM activities in the Four Corners area under the auspices of USAID Namibia and Zambia respectively. The Strengthening Regional Economies Through NGOs (STRENGTH) and RAPID Activities are being used to speed up implementation.

RCSA's NRM Strategic Objective 690-012-01



RCSA 690-012: Performance Data Table 1
(This Table will not be used for the FY 2004 R4)
Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: SO-level Increased regional capacity to manage transboundary natural resources

Indicator: Number of TBNRMA agreements established with RCSA support in the Region

Unit of Measure: FY. Number of TBNRM agreements

Year	Planned	Actual
1999(b)		1*
2000	1	
2001	1	
2002	1	
2003	3	

Source:

Project management files and partner reporting documents

Indicator/Description:

Agreements are those in which RCSA has had direct and substantial input. They are transboundary in nature (i.e. involving 2 or more countries in the SADC region) in addition to being formal and binding. Establishment of a TBNRMA is usually a 2-phase process. Individual governments first sign a Declaration of Intent and finally a Declaration of Establishment. This indicator only captures the latter achievement.

Comments:

* The first transboundary Park, Kgalagadi Transfrontier Park was established in April 1999 partly due to RCSA's efforts over a nine year period in strengthening the Botswana DWNP. The area consists entirely of protected area at this time but participation of surrounding communities is deemed as the next phase

RCSA 690-012: Performance Data Table 2.1

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR 2 Policies, protocols and agreements enacted

Indicator: Progress towards ratification and implementation of selected Protocols* - Wildlife Protocol

Disaggregated By: Protocol: Wildlife Protocol

Unit of Measure: FY. Milestones achieved

Year	Planned	Actual
1997 (b)		Early draft
1999	C	C
2000	C	C
2001	D	
2002	E	
2003	E	

Source:

SADC Sector Coordinating Units

Indicator/Description:

Progress towards the ratification of the Wildlife Protocol as indicated by the following milestones:

A. Consultations initiated.

B. Protocol drafted.

C. Protocol signed.

D. Protocol ratified.

E. Review of national legislation in relevant countries completed

F. Harmonization of national legislation with the Protocol

Comments:

* A new disaggregation was added to this indicator to include the Water Protocol

Baselines and targets were refined after submission of the FY2002 R4 in consultation with partners as part of the mission's indicator verification process.

RCSA 690-012: Performance Data Table 2.2

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR 2 Policies, protocols and agreements enacted

Indicator: Progress towards the ratification and implementation of selected protocols** - Environmental Protocol

Disaggregated By: Protocol: Environmental Protocol

Unit of Measure: FY. Milestones achieved

Year	Planned	Actual
1999 (B)		A
2000	B	A*
2001	B	
2002	C	
2003	D	

Source:

SADC Sector Coordinating Units

Indicator/Description:

Progress towards the ratification of the Environmental Protocol as indicated by the following milestones:

A. Consultations initiated

B. Protocol drafted

C. Protocol signed

D. Protocol ratified

E. Review of national legislation in relevant countries completed

F. Harmonization of national legislation with the Protocol

Comments:

Baselines and targets were refined after submission of the FY2002 R4 in consultation with partners as part of the mission's indicator verification process.

*: Consultations under the RAPID task order have not commenced. However, RCSA remains engaged with the SADC Working Group established to develop the Environmental Protocol.

** A new disaggregation was added to this indicator to include the Water Protocol

RCSA 690-012: Performance Data Table 2.3

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR2 Policies, protocols and agreements enacted

Indicator: Progress towards the ratification and implementation of selected Protocols-Water Protocol

Disaggregated By: Protocol: Water Protocol

Unit of Measure: FY. Milestones achieved

Year	Planned	Actual
1997	Baseline	Ratified by 6 countries
1998	D	D
1999	D	D Legal analysis against global conventions completed
2000	D	D*
2002	E	
2003	F	

Source:

SADC Sector Coordinating Units official documentation

Indicator/Description:

Progress towards the ratification of the Water Protocol as indicated by the following milestones:

- A. Consultations initiated
- B. Protocol drafted
- C. Protocol signed
- D. Protocol ratified
- E. Review of national legislation in relevant countries completed
- F. Harmonization of national legislation with the Protocol

Comments:

* Amendments to the already ratified Water Protocol were formally agreed. RCSA supported the amendment process.

RCSA 690-012: Performance Data Table 3
(This Table will not be used for the FY 2004 R4)
Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR1 Viable Practices for sustainable management of shared natural resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of target TBNRMAs

Disaggregated By: Disaggregated Tables are presented in Annex C

Unit of Measure: FY. Cumulative number of all countries applying selected viable practices in all targeted TBNRMAs

Year	Planned	Actual
1999		33
2000	39	33
2001	47	
2002	50	
2003	51	

Source:

Implementing Partners' Quarterly Reports

Indicator/Description:

This indicator cumulates the number of countries per targeted TBNRMA (11 in total) that have applied any of the 5 viable practices listed below:

- A. CBNRM
- B. Natural Resource Monitoring Systems
- C. Natural Resource Management Plans
- D. Community-NGO-Private Sector partnerships
- E. Stakeholder Participation

The highest number achievable is 55 (11 countries X 5 viable practices). See Annex C for detailed information per viable practice and per TBNRMA.

Comments:

The RCSA must have had direct and substantial input into the application of the viable practice through its Implementing Partner for the TBNRMA. The RCSA assistance will specifically target the following TBNRMAs: 1 - Four Corners (4 countries involved); 2 - Gaza-Kruger-Gonarezhou (GKG - 3 countries involved) and 3 - Limpopo River Basin (4 riparian countries). The reporting period for this indicator is the USG Financial Year. Achievements up to September 2000 are reported in this table.

RCSA 690-012: Performance Data Table 4
(This Table will not be used for the FY 2004 R4)
Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR3 Organizations and institutions capable of effective regional intervention

Indicator: Number of institutions providing key TBNRM services during the establishment of targeted TBNRMAs

Disaggregated By: Disaggregated Tables are presented in Annex C

Unit of Measure: FY. Cumulative number of all institutions provided selected services in all targeted TBNRMAs

Year	Planned	Actual
1999 (b)		18
2000	23	18
2001	29	
2002	33	
2003	38	

Source:

Implementing Partners' Quarterly Reports

Indicator/Description:

This indicator cumulates the number of institutions providing any of the key services listed below:

- A. TBNRMA Training
- B. TBNRMA Policy
- C. Information Dissemination and Advocacy for TBNRMAs
- D. Collation, analysis and utilization of ecological monitoring data
- E. TBNRMA Support Services

See Annex C for detailed information per Type of Key service.

Services must be funded by the RCSA.

The RCSA assistance originally targeted the following TBNRMAs: 1 - Okavango-Chobe; 2 - Gaza-Kruger-Gonarezhou (GKG) and 3 - Lake Malawi. These have now been changed to: 1. Four Corners; 2 - GKG and 3. Limpopo River Basin.

The reporting period for this indicator is the USG Financial Year. Achievements up to September 2000 are reported in this table.

Comments:

SO TEXT FOR SO: 690-013 EXPANDED COMMERCIAL MARKETS FOR AGRICULTURAL TECHNOLOGIES AND COMMODITIES IN THE SADC REGION

Country/Organization: USAID RCSA

Objective ID: 690-013

Objective Name: Expanded commercial markets for agricultural commodities in the SADC region

Self Assessment: Not Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

55% 1.1 Critical private markets expanded and strengthened
30% 1.2 More rapid and enhanced agricultural development and food security encouraged
10% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
0% 2.2 Credible and competitive political processes encouraged
0% 2.3 The development of politically active civil society promoted
0% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
0% 4.5 The threat of infectious diseases of major public health importance reduced
0% 5.1 Threat of global climate change reduced
0% 5.2 Biological diversity conserved
0% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
5% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Open Markets

(Page limitations for narrative begin here):

Summary of the SO:

The SO builds on prior achievements under SO-003 in technology development and transfer to expand commercial markets for agricultural technologies and commodities in Southern Africa by

removing or relaxing non-tariff trade barriers that impede agricultural trade. More regional agricultural trade will increase the adoption of USAID funded technologies and should increase investment in other superior agricultural technologies (i.e. drought tolerant, higher yielding varieties of sorghum, millet cassava and sweet potato) that are urgently needed to increase productivity, employment, income and food security in rural areas in a sustainable manner. The principal intermediate results used to achieve the SO are: (IR4.1) Laws, regulations and policies enacted that increase trade of agricultural technologies and commodities; (IR4.2) Increased adoption of improved agricultural technologies and commodities; (IR4.3) Increased private sector participation in improved agriculture technology delivery systems; and (IR4.4) New sustainable agricultural technologies and practices developed.

The RCSA results for FY2000 were mixed. Although significant results are evident in the existing portfolio, the SO results for FY2000 did not meet expectations. The SO Team significantly underestimated the time needed to refocus and mobilize new implementation teams and the time needed for activities to translate into results. Indicator targets were adjusted to reflect adjustments in the implementation schedule.

Key Results:

The RCSA is building on past USAID successes in agricultural research by reorienting activities to expand the market for higher quality commodities and improved agricultural technology. The initial market response has been encouraging. Industrial use of sorghum and cassava significantly expanded in FY 2000. Adoption of high yield sorghum seeds, previously stagnant, has increased by 25%. The quantity of improved sorghum and pearl millet seed sold by selected private sector firms through commercial markets increased. This success is attributable to four factors: 1) SMIP organized community-based seed multiplication programs by distributing improved seed through farmer associations and schools in Tanzania; 2) A private seed company involved small-scale farmers in pearl millet seed production; 3) Mozambique released four short season varieties of sorghum and pearl millet to cope with their food security needs after the two years of floods; and 4) Networking efforts succeeded in extending the use of sorghum variety “Macia” and pearl millet variety “Okashana1” to five other countries in the region. Sorghum and sweet potato adoption exceeded expectations while cassava and pearl millet rates were still below targets (Table 4.2).

The amount of sorghum and pearl millet used by industry to manufacture food and feed increased from 20,710 metric tons (Mt) in 1999 to 21,120 Mt in 2000. This is the result of a number of successful activities. For example, SMIP worked with the single opaque beer producer in the country to successfully reintroduce a sorghum-based beer. Cassava flour is now used as a filler material for adhesives in the manufacture of ply wood and block boards, in manufacturing textiles, producing composite flours and fortified flours and the manufacture of biscuits and crisps. Total utilization from 14 industries in Malawi, Mozambique, Tanzania and Zambia increased from 7,247 Mt in 1999 to 7,845 Mt.

The RCSA-supported research developed 21 new technologies in FY2000, ranging from improved seed varieties to agronomic practices that increase productivity, post-harvest handling

and on-farm processing technologies and commercial processing. Recently, more emphasis has been placed on post-harvest technologies and marketing. One innovation is a farm level mechanical grain cleaner introduced by Sorghum and Millet Improvement Project (SMIP) that economically removes sand and stones from the sorghum before milling, giving higher quality sorghum products. Southern Africa Root Crops Research Network (SARRNET) introduced processing machines to farmers in Malawi that increased the value of cassava chips sold to industry by 133%. Initial evidence shows that the primary processors, normally women, are saving several hours in daily processing time. The combination of premium prices and higher yields is raising farmer income, increasing employment and improving food security.

While less than planned, there has been some forward movement in providing a supportive legal and regulatory environment for expanding commercial markets for agricultural commodities. With the RCSA's support, SADC's Food, Agriculture and Natural Resources Policy Analysis Unit (FANRPAN) strengthened its institutional capacity for agricultural research by adding five agricultural policy research institutions after assessments were completed in eight SADC countries.

The RCSA in collaboration with the RCSA's SO-002 (Regional Market Integration) worked with USAID, USDA and SADC FANRPAN to organize a SADC SPS and food safety workshop in November 2000, which included over 100 regional participants from 10 SADC countries; over one third were women. This is a significant step forward in developing a Southern Africa Free Trade Area. It should also help Southern Africans to take advantage of The Africa Growth and Opportunity Act (AGOA).

Performance and Prospects:

Agriculture has an important role in enhancing Southern Africa trade in the global market: There is visible movement in the region towards value-added agriculture. The role of Grades and Standards may shift from a technical instrument to reduce transaction costs for single a commodity to a strategic instrument of competition in differentiated product markets. For example, agricultural exports from Southern Africa to the U.S. increased by 24% between 1999 and 2000. Thus, prospects are favorable although the SO-013 Team significantly underestimated the time needed to mobilize implementing teams to achieve the targets.

FANRPAN, SO-013's main policy reform activity, organized itself more slowly than expected, in part because of SO-013's intent that the initiative be owned by Southern Africans. Work on standardizing Intellectual Property Rights (IPR) proved more complex than anticipated. Due to lack of sufficient progress and better alternatives, SO-013 dropped this activity. A changeover from IPR to development of a biotechnology testing policy is planned. The Southern Africa Regional Biosafety Program, began in November 2000, and expects to improve biotechnology regulations for 3-4 commodities by 2003.

SMIP and SARRNET are pursuing commercialization of small holder production systems by explicitly linking technology dissemination to market development. The percent of farmers selling sorghum and pearl millet grain to commercial markets did not reach the target. Activities, though successfully implemented, did not produce the desired change. The SO Team will modify

targets giving more time and effort for requisite legal and policy reforms to occur. SO-013 will design new activities encouraging more farmers to sell to industry after the market survey is completed in May/June of 2001.

Field tests needed to complete the commercialization of the heartwater vaccine could not be completed in 2000 because of floods and civil strife in target areas in Mozambique and Zimbabwe. The field trials are required to complete agreements with interested companies.

The RCSA is completing an inventory of prevailing national regulations in Mozambique, Zambia, and Malawi. The next step in the harmonization process will be to compare national and international standards. By the end of FY 2001 inventories of prevailing national sanitary/phytosanitary regulations in seven target countries will be complete.

Possible Adjustments to Plans:

The RCSA completed a review of SO-013 indicators and targets, reflected in Information Annex B and changed indicator targets. Some smaller programmatic changes are also planned. Work on standardizing Intellectual Property Rights (IPR) proved more complex than anticipated. Due to lack of sufficient progress and better alternatives, the RCSA dropped this activity. A changeover from IPR to development of a biotechnology testing policy is planned. In addition, the SO is completing a market survey as a basis for the design of new activities in FY2001 to accelerate the commercialization of small holder production systems.

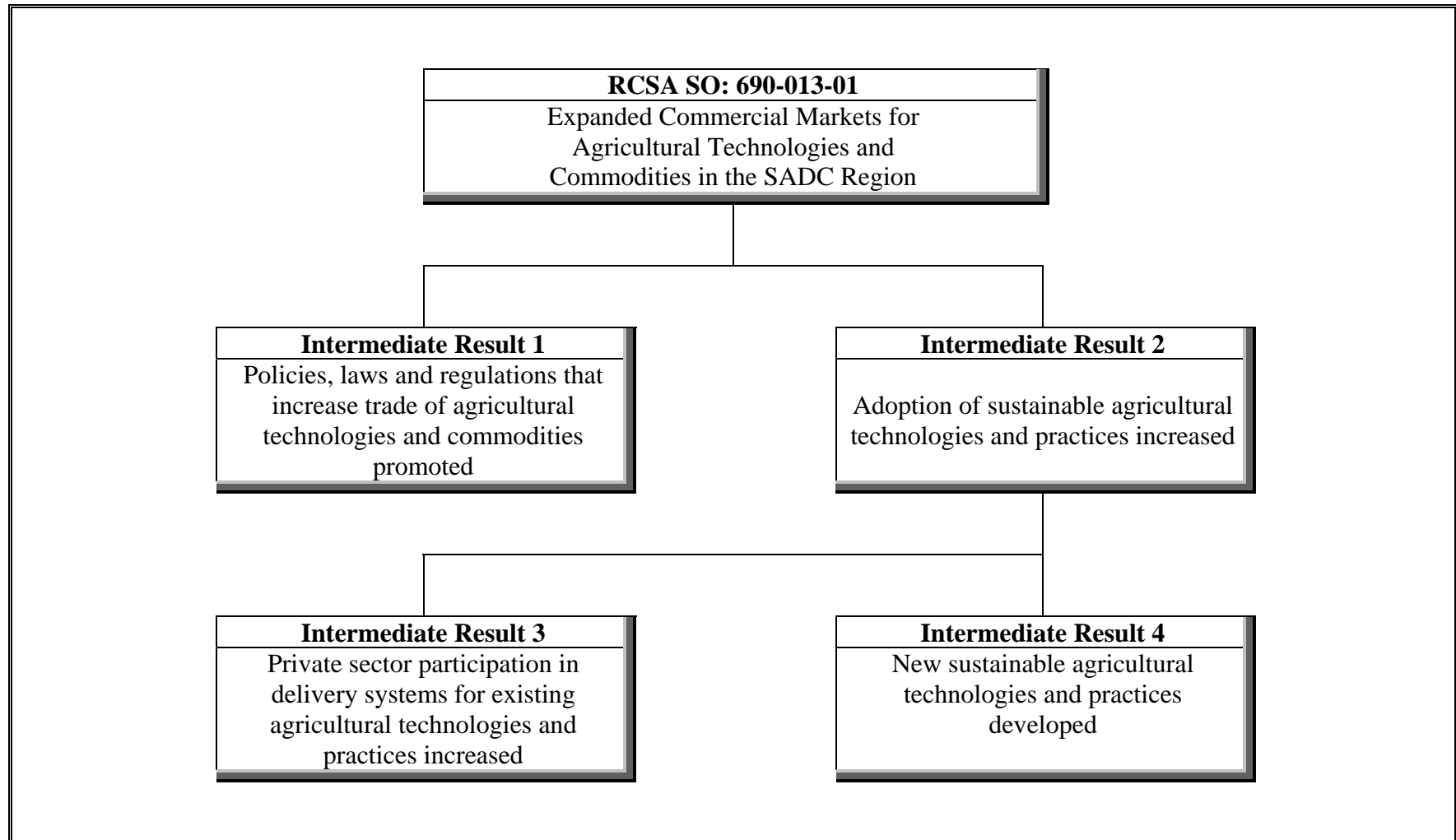
Other Donor Programs:

USAID is the major donor supporting agricultural research in the SADC region. The World Bank and the Government of France are also assisting FANRPAN. The RCSA is coordinating its activities with both donors as there is a direct link between the RCSA funded activities and other donor funded activities in the seed sector and agricultural trade policy analyses.

Major Contractors and Grantees:

Two international agricultural research centers, the International Crops Research Institute for Semi-Arid Tropics (ICRISAT) and the International Institute for Tropical Agriculture (IITA) are grantees working with the 12 SADC national agriculture research institutions. The University of Florida is funded by the RCSA through a Grant Agreement for developing Heartwater disease and tick control technologies for livestock. Michigan State University is conducting the G&S studies in collaboration with FANRPAN. Other partners include about 30 Southern African NGOs and partner organizations. Through the RCSA's RAPID activity, Chemonics is conducting agricultural trade analyses of policy reform issues. DATEX is working to further strengthen the capacity of FANRPAN.

RCSA Strategic Objective: Agriculture 690-013-01



RCSA 690-013: Performance Data Table 1.1

Fiscal Year: FY2003

Objective Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Objective ID: 690-013

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR 2 Adoption of Improved Agricultural Technologies and Practices in Southern Africa increased.

Indicator: Percent of area planted with improved varieties to the total crop area* - Sorghum

Disaggregated By: Crop: Sorghum

Unit of Measure: %

Year	Planned	Actual
1998 (b)		11
1999	13	12
2000	14	15**
2001	16	
2002	18	
2003	20	

Source:

IARCs

Indicator/Description:

Adoption level is defined as the percentage of total area growing sorghum, pearl millet, cassava and sweet potato in the respective target countries planted to improved varieties of these crops.

Target countries for sorghum and millet are Mozambique, Tanzania and Zimbabwe. Target countries for cassava and sweet potato are Malawi, Mozambique, Tanzania and Zambia.

Comments:

*This is the indicator wording in the PMP update submitted to Washington in June 2000. There is some slight (non-substantial) variation in the wording of the indicator and indicator description used in annex B last year. Estimated actual and target data for this activity approved in January 2000 was provided in last year's R4. Field verification was done in May/June 2000 and a PMP submitted to Washington in June 2000, with more realistic values used in this table

**When the R4 for 2002 was submitted in March 2000, both baseline value and 1999 actual were estimated from seed sales data. Results of a farm survey carried out in 199/2000 in Zimbabwe modified the baseline slightly from 12% to 11%. This was officially communicated through the PMP submitted in June 2000. In the same way, the FY 2000 actual is an estimate. A farm survey is going on in Tanzania as this report is being written. The FY 2000 actual value may change slightly when we submit the R4 next year.

Actual linear increases in adoption rates are speculative; i.e. droughts, floods and government policies have and will cause fluctuations.

RCSA 690-013: Performance Data Table 1.2

Fiscal Year: FY2003

Objective Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Objective ID: 690-013

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR 2 Adoption of Improved Agricultural Technologies and Practices in Southern Africa increased.

Indicator: Percent of area planted with improved varieties to the total crop area* - Millet

Disaggregated By: Crop: Millet

Unit of Measure: %

Year	Planned	Actual
1998 (b)		12
1999	13	12
2000	14	13**
2001	16	
2002	18	
2003	21	

Source:

IARCs

Indicator/Description:

Adoption level is defined as the percentage of total area growing sorghum, pearl millet, cassava and sweet potato in the respective target countries planted to improved varieties of these crops.

Target countries for sorghum and millet are Mozambique, Tanzania and Zimbabwe. Target countries for cassava and sweet potato are Malawi, Mozambique, Tanzania and Zambia.

Comments:

*This is the indicator wording in the PMP update submitted to Washington in June 2000. There is some slight (non-substantial) variation in the wording of the indicator and indicator description used in annex B last year. Estimated actual and target data for this activity approved in January 2000 was provided in last year's R4. Field verification was done in May/June 2000 and a PMP submitted to Washington in June, with more realistic values that are used in this table

** The FY 2000 actual is an estimate from seed sales. A farm survey is going on in Tanzania as this report is being written. The FY 2000 actual value may change slightly when we submit the R4 next year.

Actual linear increases in adoption rates are speculative; i.e. droughts, floods and government policies have and will cause fluctuations.

RCSA 690-013: Performance Data Table 1.3

Fiscal Year: FY2003

Objective Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Objective ID: 690-013

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR 2 Adoption of Improved Agricultural Technologies and Practices in Southern Africa increased.

Indicator: Percent of area planted with improved varieties to the total crop area* - Cassava

Disaggregated By: Crop: Cassava

Unit of Measure: %

Year	Planned	Actual
1998 (b)		5
1999	7	7
2000	10	8**
2001	13	
2002	16	
2003	20	

Source:

IARCs

Indicator/Description:

Adoption level is defined as the percentage of total area growing sorghum, pearl millet, cassava and sweet potato in the respective target countries planted to improved varieties of these crops.

Target countries for sorghum and millet are Mozambique, Tanzania and Zimbabwe. Target countries for cassava and sweet potato are Malawi, Mozambique, Tanzania and Zambia.

Comments:

*This is the indicator wording in the PMP update submitted to Washington in June 2000. There is some slight (non-substantial) variation in the wording of the indicator and indicator description used in annex B last year. Estimated actual and target data for this activity approved in January 2000 was provided in last year's R4. Field verification was done in May/June 2000 and a PMP submitted to Washington in June, with more realistic values that are used in this table

** The FY 2000 actual is an estimate from distribution of planting materials. A farm survey is planned for FY 2001. The FY 2000 actual value may change slightly when we submit the R4 next year.

Actual linear increases in adoption rates are speculative; i.e. droughts, floods and government policies have and will cause fluctuations.

RCSA 690-013: Performance Data Table 1.4

Fiscal Year: FY2003

Objective Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Objective ID: 690-013

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR 2 Adoption of Improved Agricultural Technologies and Practices in Southern Africa increased.

Indicator: Percent of area planted with improved varieties to the total crop area* - Sweet potato

Disaggregated By: Crop: Sweet potato

Unit of Measure: %

Year	Planned	Actual
1998 (b)		6
1999	8	12
2000	11	12**
2001	14	
2002	17	
2003	20	

Source:

IARCs

Indicator/Description:

Adoption level is defined as the percentage of total area growing sorghum, pearl millet, cassava and sweet potato in the respective target countries planted to improved varieties of these crops.

Target countries for sorghum and millet are Mozambique, Tanzania and Zimbabwe. Target countries for cassava and sweet potato are Malawi, Mozambique, Tanzania and Zambia.

Comments:

* This is the indicator wording in the PMP update submitted to Washington in June 2000. There is some slight (non-substantial) variation in the wording of the indicator and indicator description used in annex B last year. Estimated actual and target data for this activity approved in January 2000 was provided in last year's R4. Field verification was done in May/June 2000 and a PMP submitted to Washington in June, with more realistic values that are used in this table

** The FY 2000 actual is an estimate from the distribution of planting materials. A farm survey is planned for 2001. The FY 2000 actual value may change slightly when we submit the R4 next year.

Actual linear increases in adoption rates are speculative; i.e. droughts, floods and government policies have and will cause fluctuations.

RCSA 690-013: Performance Data Table 2
(This Table will not be used for the FY 2004 R4)
Fiscal Year: FY2003

Objective Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Objective ID: 690-013

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: SO-level Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Indicator: Percentage of improved seed sold in selected private sector markets

Unit of Measure: %

Year	Planned	Actual
1999 (b)		<5
2000	8	100

Source:

IARCs

Indicator/Description:

Calculated from the value of improved seed (sorghum and pearl millet) sold by private sector as a percentage of the value of total seed sold by private sector in selected markets.

Comments:

Knowledge used to estimate the baseline before the first PMP estimated the value of the indicator to be <5%. A survey of seed companies showed that the firms would never admit that they sell any UN-improved seed. Data was therefore found to be unreliable and the indicator subsequently dropped. This indicator will no longer be used for R4 reporting. Field verification of the data presented in R4 2002 indicated a large margin of error, making the data unsuitable for use for performance monitoring. A new indicator is being presented as Table 5.

RCSA 690-013: Performance Data Table 3
(This Table will not be used for the FY 2004 R4)
Fiscal Year: FY2003

Objective Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Objective ID: 690-013

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR 3 Private Sector participation in delivery systems for improved agricultural technologies increased

Indicator: Percentage of farmers selling sorghum and pearl millet grain to commercial markets

Unit of Measure: %

Year	Planned	Actual
1999 (B)	NA	Less than 3%
2000	5	Less than 1%
2001	8	
2002	11	
2003	15	

Source:

Annual survey of farmers and traders in selected districts

Indicator/Description:

Percent of farmers growing sorghum and/or pear millet who deliver grain to the formal market. Farmers in selected market areas were interviewed to determine if and how they dispose any of their production in these commodities.

Comments:

Original estimate data derived from farm management surveys and corroborated with discussions with traders.

This indicator does not show any progress because new activities aimed at encouraging more farmers to deliver to industry will not be designed until after the market survey reports are available.

This indicator will not be presented as a performance data table in the 2004 R4 but remains part of the RCSA SO4 PMP

RCSA 690-013: Performance Data Table 4.1
(This Table will not be used for the FY 2004 R4)
Fiscal Year: FY2003

Objective Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Objective ID: 690-013

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR 4.1 Laws and Policies that Increase Trade in Agricultural Technologies and Commodities Enacted

Indicator: Progress in policy, legal and regulatory reform for the removal or mitigation of non-tariff trade barriers -Sanitary/Phyto-sanitary regulations

Disaggregated By: Policy reform priorities: Sanitary/Phyto-sanitary regulations

Unit of Measure: Progress towards established milestones

Year	Planned	Actual
1999 (B)		A
2000	B	B
2001	C	
2002	D	
2003	E	

Source:

RCSA Project documents

Indicator/Description:

Progress in policy reform for the removal or mitigation of non-tariff trade barriers for seed and planting material, as measured by the achievement of the following milestones:

Level A => prioritization of policy reform agenda begun

Level B => policy reform agenda established and policy analyses begun

Level C => policy analyses completed (50% complete) and pilot policy reform activities initiated

Level D => key policy analyses completed (100% complete) and pilot policy reform activities ongoing

Level E => memorandum of agreement for harmonized legislation to promote agricultural trade in improved varieties in two or more SADC countries

Level F => draft national-level policies completed and commencement of adoption (two or more country-level agreements to harmonize seed trade laws and regulations towards international standards / norms)

Comments:

Following an indicator assessment in March 2001, this indicator has been modified to "Progress in harmonization of national with international Grades and Standards and Sanitary/phytosanitary regulations"; an indicator in which the milestones are better defined for performance management.

Definitions:

a) Policy reform agenda: determined and approved by regional policy analysis networks, the agenda focuses on the harmonization of seed trade policies, laws and regulations. Included in the agenda are needs assessments with respect to analyses, technical support, collaborating partners and a timeframe for action. Industry self-regulation and harmonization with internationally accepted standards are key factors to measure change.

b) Policy analysis: studies will provide empirical evidence regarding the impact on regional seed trade of the removal of non-tariff barriers. Analyses will be carried out by research organizations such as the Food, Agriculture and Natural Resources Policy Analysis Network (FANR/PAN) and U.S. University partners.

c) Pilot policy reform activities: e.g., producers and agribusiness groups for policy reform will lobby and engage key government decision makers, including in the SADC region to push reform at the national and regional levels.

d) Memorandum of Agreement: an agreement between two or more SADC countries to promote trade in improved seed varieties will pave the way for harmonization of seed trade laws and regulations at the national level, leading to draft legislation or more formal agreements at the regional level.

Harmonized seed trade laws

RCSA 690-013: Performance Data Table 4.2
(This Table will not be used for the FY 2004 R4)
Fiscal Year: FY2003

Objective Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Objective ID: 690-013

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR 4.1 Laws and Policies that Increase Trade in Agricultural Technologies and Commodities Enacted

Indicator: Progress in policy, legal and regulatory reform for the removal or mitigation of non-tariff trade barriers -Technical barriers to trade

Disaggregated By: Policy Reform Priorities: Technical barriers to trade

Unit of Measure: Progress towards established milestones

Year	Planned	Actual
1999 (b)		A
2000	B	B
2001	C	
2002	D	
2003	E	

Source:

RCSA Project documents

Indicator/Description:

Progress in policy reform for the removal or mitigation of non-tariff trade barriers for seed and planting material, as measured by the achievement of the following milestones:

Level A => prioritization of policy reform agenda begun

Level B => policy reform agenda established and policy analyses begun

Level C => policy analyses completed (50% complete) and pilot policy reform activities initiated

Level D => key policy analyses completed (100% complete) and pilot policy reform activities ongoing

Level E => memorandum of agreement for harmonized legislation to promote agricultural trade in improved varieties in two or more SADC countries

Level F => draft national-level policies completed and commencement of adoption (two or more country-level agreements to harmonize seed trade laws and regulations towards international standards / norms)

Comments:

Following an indicator assessment in March 2001, this indicator has been modified to "Progress in harmonization of national with international Grades and Standards and Sanitary/phytosanitary regulations"; an indicator in which the milestones are better defined for performance management.

Definitions:

a) Policy reform agenda: determined and approved by regional policy analysis networks, the agenda focuses on the harmonization of seed trade policies, laws and regulations. Included in the agenda are needs assessments with respect to analyses, technical support, collaborating partners and a timeframe for action. Industry self-regulation and harmonization with internationally accepted standards are key factors to measure change.

b) Policy analysis: studies will provide empirical evidence regarding the impact on regional seed trade of the removal of non-tariff barriers. Analyses will be carried out by research organizations such as the Food, Agriculture and Natural Resources Policy Analysis Network (FANR/PAN) and U.S. University partners.

c) Pilot policy reform activities: e.g., producers and agribusiness groups for policy reform will lobby and engage key government decision makers, including in the SADC region to push reform at the national and regional levels.

d) Memorandum of Agreement: an agreement between two or more SADC countries to promote trade in improved seed varieties will pave the way for harmonization of seed trade laws and regulations at the national level, leading to draft legislation or more formal agreements at the regional level.

Harmonized seed trade laws: Legislation in compliance with international standards allowing the free movement and trade of seeds between signatory nations.

RCSA 690-013: Performance Data Table 4.3
(This Table will not be used for the FY 2004 R4)
Fiscal Year: FY2003

Objective Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Objective ID: 690-013

Approved: 2000-01

Country/Organization: USAID RCSA

Result Name: IR 4.1 Laws and Policies that Increase Trade in Agricultural Technologies and Commodities Enacted

Indicator: Progress in policy, legal and regulatory reform for the removal or mitigation of non-tariff trade barriers for seed and planting materials - Intellectual property rights

Disaggregated By: Policy reform priorities: Intellectual property rights

Unit of Measure: Progress towards established milestones

Year	Planned	Actual
1999 (b)	Baseline	A
2000	B	A
2001	B	
2002	C	
2003	D	

Source:

RCSA Project documents

Indicator/Description:

Progress in policy reform for the removal or mitigation of non-tariff trade barriers for seed and planting material, as measured by the achievement of the following milestones:

Level A => prioritization of policy reform agenda begun

Level B => policy reform agenda established and policy analyses begun

Level C => policy analyses completed (50% complete) and pilot policy reform activities initiated

Level D => key policy analyses completed (100% complete) and pilot policy reform activities ongoing

Level E => memorandum of agreement for harmonized legislation to promote agricultural trade in improved varieties in two or more SADC countries

Level F => draft national-level policies completed and commencement of adoption (two or more country-level agreements to harmonize seed trade laws and regulations towards international standards / norms)

Comments:

This indicator will no longer be used for R4 reporting. The activity on Intellectual property rights has been dropped and the indicator modified.

Definitions:

a) Policy reform agenda: determined and approved by regional policy analysis networks, the agenda focuses on the harmonization of seed trade policies, laws and regulations. Included in the agenda are needs assessments with respect to analyses, technical support, collaborating partners and a timeframe for action. Industry self-regulation and harmonization with internationally accepted standards are key factors to measure change.

b) Policy analysis: studies will provide empirical evidence regarding the impact on regional seed trade of the removal of non-tariff barriers. Analyses will be carried out by research organizations such as the Food, Agriculture and Natural Resources Policy Analysis Network (FANR/PAN) and U.S. University partners.

c) Pilot policy reform activities: e.g., producers and agribusiness groups for policy reform will lobby and engage key government decision makers, including in the SADC region to push reform at the national and regional levels.

d) Memorandum of Agreement: an agreement between two or more SADC countries to promote trade in improved seed varieties will pave the way for harmonization of seed trade laws and regulations at the national level, leading to draft legislation or more formal agreements at the regional level.

Harmonized seed trade laws: Legislation in compliance with international standards allowing the free movement and trade of seeds between signatory nations.

RCSA 690-013: Performance Data Table 5 (New)
(This Table replaces Performance Data Table 2)
Fiscal Year: FY2003

Objective Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region
Objective ID: 690-013
Approved: 2000-01 Country/Organization: USAID RCSA
Result Name: SO-level Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region
Indicator: Quantity of improved seed sold in selected private sector markets
Unit of Measure: Metric tons

Year	Planned	Actual
1999 (b)		332
2000	398	543
2001	478	
2002	573	
2003	688	

Source:
IARCs

Indicator/Description:
Improved sorghum and pearl millet Seed sold by selected private sector firms through commercial markets. Includes sales through NGOs and other relief or concession agents.

Comments:
Table 2 was deleted due to data quality considerations. This Table is submitted in its place.

Projected linear increases in targets are used to demonstrate trends (rather than actual annual increases) as the amount of seed produced depends on weather conditions. An oscillating pattern is thus more realistic, but we expect a general increase over the years.

SO TEXT FOR SO: 690-005 CREATE CAPACITY FOR MORE INFORMED REGIONAL DECISION-MAKING

Country/Organization: USAID RCSA

Objective ID: 690-005

Objective Name: Create capacity for more informed regional decision-making

Self Assessment: Annual Performance Unavailable

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

25% 1.1 Critical private markets expanded and strengthened
25% 1.2 More rapid and enhanced agricultural development and food security encouraged
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
0% 2.2 Credible and competitive political processes encouraged
25% 2.3 The development of politically active civil society promoted
0% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
0% 4.5 The threat of infectious diseases of major public health importance reduced
0% 5.1 Threat of global climate change reduced
0% 5.2 Biological diversity conserved
0% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
25% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): No Secondary Linkage

(Page limitations for narrative begin here):

Summary of the SO:

The purpose of this Special Objective (SpO) is to create a regional capacity for more informed decision-making by strengthening the capacity of selected institutions in the region to provide

regional analyses/assessments relating to policies and their impacts on economic growth, regional integration and socio-economic trends.

Key Results:

Activities were designed to be implemented in two phases. During the first phase, USAID fully developed a performance monitoring system, including identifying and developing region-wide data sources, to meet the unique requirements of monitoring and evaluating the impact of regional programs. The second phase, USAID proposed to work closely with Southern African institutions to develop methodologies for gathering and analyzing regional development data. USAID worked to identify several Southern African institutions that could serve as an institutional "home" for regional development data. Although there were several Southern African institutions that showed keen interest in partnering with USAID for Phase II objectives, there were no financial resources other than USAID. Securing and working with comparable data from several countries is complex. USAID assessments showed that the existing data series could not be used to compile regional indicators as reliability, methodologies used, timing and availability for the same data items vary. Correcting these inaccuracies was outside the scope of USAID's proposed intervention. Instead, USAID opted to use existing national databases as a programmatic basis for its activities. Under the rubric of "managing for results," USAID elected to delete Phase II of this SpO from its portfolio. Phase I will be completed by 2002. Washington approved the deletion of the SpO in May 2000.

Performance and Prospects:

USAID will continue to focus on the development and fine tuning of methodologies for performance planning, monitoring, and evaluation, including assessing the impact of regional development programs.

Possible Adjustments to Plans:

The SpO was deleted from the USAID Program effective 2002.

Other Donor Programs:

None

Major Contractors and Grantees:

The U.S. firm Aurora Associates is the principal contractor for the first phase of this activity. Aurora Associates will continue to provide Phase I technical assistance in the monitoring and evaluation of the RCSA's program.

SO TEXT FOR SO: 690-011 BROADENED U.S. - SADC COOPERATION

Country/Organization: USAID RCSA

Objective ID: 690-011

Objective Name: Broadened U.S. - SADC cooperation

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

10% 1.1 Critical private markets expanded and strengthened
0% 1.2 More rapid and enhanced agricultural development and food security encouraged
10% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
10% 2.1 Rule of law and respect for human rights of women as well as men strengthened
10% 2.2 Credible and competitive political processes encouraged
10% 2.3 The development of politically active civil society promoted
10% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
10% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
% 4.5 The threat of infectious diseases of major public health importance reduced
5% 5.1 Threat of global climate change reduced
5% 5.2 Biological diversity conserved
0% 5.3 Sustainable urbanization including pollution management promoted
% 5.4 Use of environmentally sound energy services increased
10% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
10% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Global Growth and Stability

Secondary Link to MPP Goals (optional): Open Markets

(Page limitations for narrative begin here):

Summary of the SO:

The purpose of this Special Objective (SO-011) is to strengthen the relationship and develop stronger economic ties between the member states of the Southern African Development Community (SADC) and the United States (U.S.). In recognition of the need to strengthen the

relationship, the U.S. Government (USG) and SADC have agreed to conduct an annual U.S.-SADC Forum. The Forum aims to facilitate dialogue regarding regional issues of mutual interest and critical importance. The inaugural forum was held in April 1999. A second Forum was held in May 2000. These Forums have brought together senior USG officials and high-ranking SADC and national officials to explore issues of mutual concern, demonstrate USG and SADC commitment to the region, and further assist the SADC states to develop a sense of common identity and purpose in dealing with the broader global community. To this end, a set of mutually agreed activities, financed through Economic Support Funds (ESF), is being undertaken to further the U.S.-SADC Forum agenda.

Key Results:

The U.S.-SADC Forum SO-011 supported the following activities to: (1) assist SADC in developing the legal basis necessary to successfully stimulate investment and expand trade by providing training related to intellectual property rights from the Department of Commerce's Commercial Law Development Program; 2) provide a Trade Advisor to the SADC Secretariat to assist in the implementation of the SADC Trade Protocol through provision of analytical expertise and policy advice. The Advisor would also help strengthen the institutional capacity of the SADC Secretariat; 3) provide assistance to conduct an analysis of the trade and revenue implications of implementing the proposed SADC Free Trade Area; 4) provide support for SADC's regional HIV/AIDS activities; 5) assist SADC in the development of desert ecotourism; 6) assist SADC in disaster management; 7) provide technical assistance and training to SADC members on the use of a natural resource data base; 8) increase Southern African's skills in conflict prevention and resolution; and 9) create three model border facilities to serve as demonstration projects.

Performance and Prospects:

The second U.S.-SADC Forum was held in May 2000. This Forum focused on: 1) the economic architecture needed for market economies to function properly to increase trade and attract investment; 2) regional security; and 3) HIV/AIDS. Representatives from USG agencies met with ministries and senior officials of SADC.

Subsequent to the second Forum, the RCSA received funding in late September 2000 to support the identified activities. The RCSA, with the U.S. Department of Commerce (DOC) Commercial Law Development Program (CLDP) initiated activities to expand training on Trade-Related Intellectual Property Rights (TRIPS). A needs assessment for a SADC natural resource database has been completed to form the basis for the implementation of follow-on activities under the environmental initiatives proposed under the U.S.-SADC Forum. Based on the results of the assessments, activities were initiated that include a desert ecotourism workshop held in April 2000 at the Desert Research Foundation in Namibia. The workshop attracted broad participation, including representatives from at least seven communities that could potentially engage in desert ecotourism, setting the foundation for future activities. The RCSA is taking the lead in the majority of the remaining U.S.-SADC initiatives, including the provision of a SADC Trade Advisor and the completion of a regional free trade study in coordination with its other regional market integration activities. The technical assistance support the RCSA provided to

the SADC Health Sector Coordinating Unit in Pretoria has enabled the SADC to conduct a review of SADC member states' HIV/AIDS policies. Once complete, this review will enable cross comparisons as well as regional-specific (within SADC) examples being used by member states. The RCSA also facilitated the printing of the SADC labor code focusing on HIV/AIDS policies.

The RCSA's support of a regional coordination workshop in Harare, Zimbabwe in December 2000 resulted in the review of options for SADC disaster management mechanisms and the planning of follow-on activities that will strengthen regional coordination in disaster management. The RCSA contracted a regional NGO to conduct a regional conflict resolution workshop in March 2001 for 25 senior SADC government officials and civil society leaders.

Possible Adjustments to Plans:

There are no planned adjustments to this objective.

Other Donor Programs:

The RCSA seeks opportunities to cooperate with other donors in promoting a variety of initiatives in the development sectors targeted under this activity (i.e., economic growth, HIV/AIDS, and the environment). Since the overarching purpose of the U.S.-SADC Forum is specifically to strengthen U.S.-SADC ties, the scope of donor coordination in achieving this primary purpose is, by definition, limited to USG agencies and SADC.

Major Contractors and Grantees:

Principal U.S. implementing partners are various USG agencies. The principal Southern African implementing partners are the SADC Secretariat as well as governmental and private sector organizations of the SADC member states. Field coordination occurs principally through the U.S. Special Representative to SADC and the SADC Secretariat. The Department of State, assisted by USAID, coordinates Washington participation. The RCSA is responsible for the obligation and disbursement of funds and for assuring effective design and monitoring of activities, except where another USG agency is specifically authorized to perform any such functions through interagency agreements.

R4 PART III: RESOURCE REQUEST

A. RATIONALE AND SUMMARY FINANCIAL PLAN. The RCSA requests a straight-lined OYB of \$18,800,000 for each FY 2002 and FY 2003. Tables 3.1 - 3.4 outline FY 2001 final control levels, FY 2002 Preliminary Control Levels, and FY 2002 and FY 2003 Preferred Control Levels by Strategic Objective. The requested funding levels are based on Mission management's assessment of the pace of OYB expenditures, quality of program implementation and resources required for achieving expected results. However, in the event these amounts are not increased in the out years, our program will drop off significantly.

Strategic Objectives:

Strategic Objective 690-001: Increased Regional Capacity to Influence Democratic Performance. This Strategic Objective assists important regional institutions and organizations that support and advocate improved democratic norms and practices throughout Southern Africa. The RCSA requests an OYB of \$2,500,000 for FYs 2002 and FY 2003 for this Strategic Objective. The requested funding levels are consistent with those contained in the Strategy. The end of the FY 2001 pipeline of \$9,965,000 is not within the forward funding guidelines, however this includes \$4,704,000 for Regional programs not under Mission management, effectively bring our pipeline down to \$5,261,000. These funds are committed to regional DG partners whose expenditure rates are accelerating. The end of FY 2002 and FY 2003 pipelines are within forward funding guidelines. Additionally, intensification of ongoing, highly successful regional democratic institution building, anti-corruption and electoral support activities during FY 2002 and FY 2003 under this SO requires funds at the level requested.

Strategic Objective 690-002: A More Integrated Regional Market. This Strategic Objective assists the SADC region with trade and investment liberalization measures. A continued funding level of \$9,000,000 in FY 2002 and FY 2003 is required in order to support the wide range of mutually reinforcing activities to be continued in support of the SADC Free Trade Area. The estimated end of FY 2001 pipeline of \$131,486,000 is in excess of the forward funding guidelines, however this includes \$103,834,000 for Regional programs (including SAEDF, \$33,858,000) not under Mission management, effectively bring our pipeline down to \$27,652,000. Current plans to increase disbursements under this SO, will reduce the pipeline by \$3,100,000 in FY 2002 and an additional \$4,700,000 in FY 2003, after factoring in new obligations ("net" pipeline reduction).

Special Objective 690-005: Create Capacity for More Informed Regional Decision-Making. This Special Objective was deleted from the RCSA's portfolio and therefore the Mission will not request additional funds for FY 2001 and FY 2002. The RCSA will continue to fund monitoring and evaluation activities, previously obligated under this Objective, and with economic growth funds in FY 2002. This is within forward funding guidelines.

Special Objective 690-011: U.S.-SADC Forum. The purpose of this special objective is to strengthen the relationship and develop stronger economic ties between SADC countries and the United States. A funding level for \$1.0 million in Economic Support Funds (ESF) is requested for each of the fiscal years -- FY 2002 and FY 2003. The ESF levels requested will provide

necessary resources support the demands of the U.S.-SADC Forum activity. This is within forward funding guidelines.

Strategic Objective 690-012: Increased Regional Cooperation in the Management of Shared Natural Resources. The purpose of this objective is to promote cooperation among the SADC countries in managing shared natural resources. A funding level of \$3,000,000 for FY 2002 and FY 2003 is required in order to continue the complex set of cross-border biodiversity, wildlife and river basin management activities. New activities planned for FY 2001 to strengthen regional networks, train wildlife and tourism NGOs, strengthen several SADC coordinating units will accelerate disbursements for the remainder of the Strategy period. Although the end of FY 2001 pipeline of \$61,773,000 is in excess of forward funding guidelines, this includes \$34,012,000 for Regional programs not under Mission management, effectively bring our pipeline down to \$27,761,000. Aggressive implementation plans will reduce the pipeline by \$5,000,000 million at the end of FY 2002 and by an additional \$5,000,000 million at the end of FY 2003.

Strategic Objective 690-013: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region. The purpose of this objective is to increase the role and participation of commercial markets in the region in marketing agricultural and livestock technologies. A funding level of \$3,300,000 in FY 2002 and FY 2003 is requested in order for the Mission to increase the supply and adoption rates of improved agricultural technologies and removal of non-tariff barriers to agricultural trade. Activities under this new Strategic Objective are being designed and goods and services are being procured. The requested funding levels are essential for full SO implementation. The end of FY 2001 pipeline of \$9,493,000 is not within forward funding guidelines. This pipeline will come down as a result of planned activities under RAPID, Heartwater, SMIP, and SARNETT.

B. WORKFORCE AND OPERATING EXPENSE (OE). The Regional Center for Southern Africa has the unique responsibility of implementing a regional program encompassing twelve countries, and providing financial, legal and contracting support services to client Missions and Embassies. These support functions require extensive additional staffing and expense to the Mission. Unless we receive sufficient funding, these very functions will again be at risk.

During this current fiscal year the RCSA has had its OE budget cut by \$115,000.00. This is \$58,000.00 less than our R4 request submitted in 2000, per Agency guidance for 2001. This year our instructions are to flat line our budget request for 2002 and 2003, based on the amount received for 2001. This is \$158,000.00 less than last years request for 2002. These are significant and unexpected cuts in our OE budget.

The RCSA has undertaken a major austerity program in light of limited future operating expense funds. This program began in FY2000, and has been highly effective. It has included taking steps to reduce the cost of OE-funded expatriate staff through reductions over the next 18 months, i.e., one U.S. Personal Services Contractor (USPSC) Deputy Executive Officer (EXO), and one Third Country National (TCN) Contract Specialist. We have already eliminated one USPSC Senior Contract Specialist position. The Mission intends to re-fill these positions with

Foreign Service National (FSN) staff resources in order to save funds. However, augmenting staff with trainees versus RCSA's current experienced staff will affect our ability to provide customer service. This is especially true for the Contracts Office, now that the closing of USAID/Zimbabwe, a client Mission, has been cancelled, and it is implementing a new strategy, as are USAID/Namibia and USAID/Malawi. These events compound the workload and its complexity, putting further strain on an already problematic situation. This is further impacted by an expected delay in filling the Senior Contract Officer direct hire position.

All operating expense costs have been put under additional scrutiny. Regional travel, site visits, has been curtailed, as have all travel requests. NXP purchases have been limited. The hiring of new FSNs to augment staffing in light of increased workloads and implementation have been put on hold. Our training budget has been cut. We have taken another look at program funding costs to the fullest extent possible. RCSA has undertaken considerable additional cost saving actions over the past year, which cannot be continued indefinitely without having a serious impact on operations. Such austerity has a debilitating effect on morale, operating efficiency, and our ability to effectively carry on operations.

In order to meet budgetary constraints, our budgeted ADP hardware purchases for 2001 drops almost in half when compared to the amounts allocated for 2000. This may prove woefully inadequate.

We have been able to hold the line on our OE resource needs for the current year. We have also saved money through direct hire staffing cuts. The future is less predictable. We are projecting substantial increased costs due to inflationary pressures. We expect FSN salaries, a large portion of our budget, to increase substantially in the coming years. We face a tight labor market, and salaries in real dollar terms for our FSN staff have gone down over the past few years. This is not a trend we expect to continue. Utility costs have been increasing substantially each year. PSC salaries have been rising at close to 3% a year, excluding step increases. We have just been notified of a 10% increase in air travel costs. Residential rental property is in very short supply in Gaborone, resulting in large increases in leasing costs. The list is endless.

As costs continue to rise in the future we will need to receive augmented OE resources. Without additional funding in future years, it will not be business as usual. We will eventually be unable to fully function as a regional programmatic and support Mission.

C. FIELD SUPPORT. The RCSA plans to access the technical assistance of the Global Bureau for FY 2002 and FY 2003. The Regional Market Integration Strategic Objective will buy-in \$250,000 to Global's Leland Initiative for telecommunications training and capacity building for each FY 2001 and FY 2002. SO-002 also plans to access the Global Bureau for IRM technical quality assistance for the RSIS, Southern and Railways Association and Networking of Regional Association activities. The total buy-in for technical assistance to these activities is \$1,748,000 for FY 2002. The Regional Market Integration SO also plans \$246,000 for G Bureau technical assistance for FY 2003. The Expanded Commercial Markets' SO plans a multi-million dollar buy-in for the Partnership for Food Industry Development for FY 2002 and 2003, but exact levels are under mission review.

C. Table 3.1: FY 2001 -- Final Control Levels

STRATEGIC OBJECTIVE	ESF	ECONOMIC GROWTH	AGRICULTURE	ENVIRONMENT	DEMOCRACY/ GOVERNANCE	TOTAL
690-001					\$1,251	\$ 1,251
690-002		\$9,000				\$ 9,000
690-012				\$2,976		\$ 2,976
690-013			\$3,122			\$ 3,122
690-011	\$997					\$ 997
TOTAL	\$997	\$9,000	\$3,122	\$2,976	\$1,251	\$17,346

Table 3.2: FY 2002 -- Preliminary Control Levels

STRATEGIC OBJECTIVE	ESF	ECONOMIC GROWTH	AGRICULTURE	ENVIRONMENT	DEMOCRACY/ GOVERNANCE	TOTAL
690-001					\$1,464	\$1,364
690-002		\$9,000				\$9,000
690-012				\$1,436		\$1,536
690-013			\$3,300			\$3,300
690-011	\$1,000					\$1,000
TOTAL	\$1,000	\$9,000	\$3,300	\$1,436	\$1,464	\$16,200

Table 3.3: FY 2002 -- Preferred Control Levels

STRATEGIC OBJECTIVE	ESF	ECONOMIC GROWTH	AGRICULTURE	ENVIRONMENT	DEMOCRACY/ GOVERNANCE	TOTAL
690-001					\$2,500	\$ 2,500
690-002		\$9,000				\$ 9,000
690-012				\$3,000		\$ 3,000
690-013			\$3,300			\$ 3,300
690-011	\$1,000					\$ 1,000
TOTAL	\$1,000	\$9,000	\$3,300	\$3,000	\$2,500	\$18,800

Table 3.4: FY 2003 -- Preferred Control Levels

STRATEGIC OBJECTIVE	ESF	ECONOMIC GROWTH	AGRICULTURE	ENVIRONMENT	DEMOCRACY/ GOVERNANCE	TOTAL
690-001					\$2,500	\$ 2,500
690-002		\$9,000				\$ 9,000
690-012				\$3,000		\$ 3,000
690-013			\$3,300			\$ 3,300
690-011	\$1,000					\$1,000
TOTAL	\$1,000	\$9,000	\$3,300	\$3,000	\$2,500	\$18,800

ENV Sub-Directive Amounts for FY 2001 Request

COUNTRY:		Regional Center for Southern Africa				
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
690-012 Increased Regional Cooperation in the Management of Shared NR	2,976					2,976
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	2,976	0	0	0	0	2,976

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2002 Request

COUNTRY:	Regional Center for Southern Africa					
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
690-012 Increased Regional Cooperation in Management of Shared NR	1,436					1,436
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	1,436	0	0	0	0	1,436

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:	Regional Center for Southern Africa					
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
690-012 Increased Regional Cooperation in the Management of Shared NR	3,000					3,000
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	3,000	0	0	0	0	3,000

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2003 Request

COUNTRY:	Regional Center for Southern Africa					
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
690-012 Increased Regional Cooperation in the Management of Shared NR	3,000					3,000
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	3,000	0	0	0	0	3,000

[List of Objective ID numbers](#)

CSD Sub-Directive Amounts for FY 2001 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	*Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2003 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country:
 Approp: DA/CSD
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2001 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country:
 Approp: DA/CSD
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support			0	0	0	0	0	0	0	0			0	0	0
TOTAL PROGRAM	0	0	0	0	0		0	0	0	0		0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:
 Approp: DA/CSD
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 ALT Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country:
 Approp: DA/CSD
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Regional Center for Southern Africa
 Approp: ESF
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
690-001 Increased Regional Capacity to Influence Democratic Performance															
Bilateral	956	0						0						600	356
Field Spt		0												0	0
	956	0	0	0	0	0	0	0	0	0	0	0	0	600	356
690-011 Broadened US - SADC Cooperation															
Bilateral	2,414	997		997										1,500	1,911
Field Spt		0												0	0
	2,414	997	0	997	0	0	0	0	0	0	0	0	0	1,500	1,911
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	3,370	997	0	997	0	0	0	0	0	0	0	0	0	2,100	2,267
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	3,370	997	0	997	0	0	0	0	0	0	0	0	0	2,100	2,267

FY 2001 Request Agency Goal Totals

Econ Growth	997
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)

DA Program Total	997
CSD Program Total	0
TOTAL	997

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country: Regional Center for Southern Africa
 Approp: ESF
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
690-001 Increased Regional Capacity to Influence Democratic Performance															
Bilateral	356	0						0						356	0
Field Spt		0												0	0
	356	0	0	0	0	0	0	0	0	0	0	0	0	356	0
690-011 Broadened US - SADC Cooperation															
Bilateral	1,911	1,000		1,000										2,000	911
Field Spt		0												0	0
	1,911	1,000	0	1,000	0	0	0	0	0	0	0	0	0	2,000	911
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	2,267	1,000	0	1,000	0	0	0	0	0	0	0	0	0	2,356	911
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	2,267	1,000	0	1,000	0	0	0	0	0	0	0	0	0	2,356	911

FY 2002 Request Agency Goal Totals

Econ Growth	1,000
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)

DA Program Total	1,000
CSD Program Total	0
TOTAL	1,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country: Regional Center for Southern Africa
 Approp: ESF
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
690-001 Increased Regional Capacity to Influence Democratic Performance															
Bilateral	356	0						0						356	0
Field Spt		0												0	0
	356	0	0	0	0	0	0	0	0	0	0	0	0	356	0
690-011 Broadened US - SADC Cooperation															
Bilateral	1,911	1,000		1,000										2,000	911
Field Spt		0												0	0
	1,911	1,000	0	1,000	0	0	0	0	0	0	0	0	0	2,000	911
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	2,267	1,000	0	1,000	0	0	0	0	0	0	0	0	0	2,356	911
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	2,267	1,000	0	1,000	0	0	0	0	0	0	0	0	0	2,356	911

FY 2002 ALT Request Agency Goal Totals

Econ Growth	1,000
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)

DA Program Total	1,000
CSD Program Total	0
TOTAL	1,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country: Regional Center for Southern Africa
 Approp: ESF
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
690-001 Increased Regional Capacity to Influence Democratic Performance															
Bilateral	0	0						0						0	0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
690-011 Broadened US - SADC Cooperation															
Bilateral	911	1,000		1,000										1,000	911
Field Spt		0												0	0
	911	1,000	0	1,000	0	0	0	0	0	0		0	0	1,000	911
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	911	1,000	0	1,000	0	0	0	0	0	0		0	0	1,000	911
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	911	1,000	0	1,000	0	0	0	0	0	0		0	0	1,000	911

FY 2003 Request Agency Goal Totals

Econ Growth	1,000
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)

DA Program Total	1,000
CSD Program Total	0
TOTAL	1,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country:
 Approp: FSA
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2001 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country:
 Approp: FSA
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country:
 Approp: FSA
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 ALT Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country:
 Approp: FSA
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2003 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Table 2

Fiscal Year: 2001
Approp: AEED
Scenario:
Program/Country: Regional Center for Southern Africa

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
690-001 Increased Regional Capacity to influence Democratic Performance															
Bilateral	10,258	1,251						0					1,251	2,000	9,509
Field Spt		0													0
	10,258	1,251	0	0	0	0	0	0	0	0	0	0	1,251	2,000	9,509
690-002 A More Integrated Regional Market															
Bilateral	132,286	9,000		9,000										9,800	131,486
Field Spt		0													0
	132,286	9,000	0	9,000	0	0	0	0	0	0	0	0	0	9,800	131,486
690-012 Increased Regional Cooperation in the Management of Shared Natural Resources															
Bilateral	65,797	2,976										2,976		7,000	61,773
Field Spt		0													0
	65,797	2,976	0	0	0	0	0	0	0	0	0	2,976	0	7,000	61,773
690-013 Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region															
Bilateral	9,371	3,122	3,122											3,000	9,493
Field Spt		0													0
	9,371	3,122	3,122	0	0	0	0	0	0	0	0	0	0	3,000	9,493
690-005 Create capacity for More Informed Regional Decision Making															
Bilateral	2,285	0												1,320	965
Field Spt		0													0
	2,285	0	0	0	0	0	0	0	0	0	0	0	0	1,320	965
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	219,997	16,349	3,122	9,000	0	0	0	0	0	0	0	2,976	1,251	23,120	213,226
Total Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM	219,997	16,349	3,122	9,000	0	0	0	0	0	0	0	2,976	1,251	23,120	213,226

FY 2001 Request Agency Goal Totals

Econ Growth	12,122
Democracy	1,251
HCD	0
PHN	0
Environment	2,976
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)

DA Program Total	16,349
CSD Program Total	0
TOTAL	16,349

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country: Regional Center for Southern Africa
 Approp: AEED
 Scenario:

FY 2002 Request															
S.O. #, Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
690-001 Increased Regional Capacity to Influence Democratic Performance															
Bilateral	9,509	1,464						0					1,364	2,244	8,729
Field Spt		0												0	0
	9,509	1,464	0	0	0	0	0	0	0	0		0	1,364	2,244	8,729
690-002 A More Integrated Regional Market															
Bilateral	131,486	7,002		7,002										12,100	126,388
Field Spt		1,998		1,998										1,998	1,998
	131,486	9,000	0	9,000	0	0	0	0	0	0		0	0	12,100	128,386
690-012 Increased Regional Cooperation in the Management of Shared Natural Resources															
Bilateral	61,773	1,436										1,436		8,000	55,209
Field Spt		0												0	0
	61,773	1,436	0	0	0	0	0	0	0	0		1,436	0	8,000	55,209
690-013 Expanded Commercial Markets for Agricultural Technologies in the SADC Region															
Bilateral	9,493	600		600										2,500	7,593
Field Spt		2,700		2,700										2,700	2,700
	9,493	3,300	3,300	0	0	0	0	0	0	0		0	0	2,500	10,293
690-005 Create Capacity for More Informed Regional Decision Making															
Bilateral	965	0											0	965	0
Field Spt		0												0	0
	965	0	0	0	0	0	0	0	0	0		0	0	965	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	213,226	10,502	600	7,002	0	0	0	0	0	0		1,436	1,364	25,809	197,919
Total Field Support	0	4,698	2,700	1,998	0	0	0	0	0	0		0	0	0	4,698
TOTAL PROGRAM	213,226	15,200	3,300	9,000	0	0	0	0	0	0		1,436	1,364	25,809	202,617

FY 2002 Request Agency Goal Totals

Econ Growth	12,300
Democracy	1,364
HCD	0
PHN	0
Environment	1,436
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)

DA Program Total	15,200
CSD Program Total	0
TOTAL	15,200

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT Program/Country: Regional Center for Southern Africa
 Approp: AEED
 Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
690-001 Increased Regional Capacity to Influence Democratic Performance															
Bilateral	9,509	2,500						0					2,500	2,244	9,765
Field Spt		0													0
	9,509	2,500	0	0	0	0	0	0	0	0		0	2,500	2,244	9,765
690-002 A More Integrated Regional Market															
Bilateral	131,486	7,002		7,002										12,100	126,388
Field Spt		1,998		1,998											1,998
	131,486	9,000	0	9,000	0	0	0	0	0	0		0	0	12,100	128,386
690-012 Increased Regional Cooperation in the Management of Shared Natural Resources															
Bilateral	61,773	3,000										3,000		8,000	56,773
Field Spt		0													0
	61,773	3,000	0	0	0	0	0	0	0	0		3,000	0	8,000	56,773
690-013 Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region															
Bilateral	9,493	3,300	3,300											2,500	10,293
Field Spt		0													0
	9,493	3,300	3,300	0	0	0	0	0	0	0		0	0	2,500	10,293
690-005 Create for More Informed Regional Decision Making															
Bilateral	965	0												965	0
Field Spt		0													0
	965	0	0	0	0	0	0	0	0	0		0	0	965	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	213,226	15,802	3,300	7,002	0	0	0	0	0	0		3,000	2,500	25,809	203,219
Total Field Support	0	1,998	0	1,998	0	0	0	0	0	0		0	0	0	1,998
TOTAL PROGRAM	213,226	17,800	3,300	9,000	0	0	0	0	0	0		3,000	2,500	25,809	205,217

FY 2002 ALT Request Agency Goal Totals

Econ Growth	12,300
Democracy	2,500
HCD	0
PHN	0
Environment	3,000
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)

DA Program Total	17,800
CSD Program Total	0
TOTAL	17,800

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country: Regional Center for Southern Africa
 Approp: AEED
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
690-001 Increased Regional Capacity to influence Democratic Performance															
Bilateral	8,729	2,500						0					2,500	2,600	8,629
Field Spt		0													0
	8,729	2,500	0	0	0	0	0	0	0	0		0	2,500	2,600	8,629
690-002 A More Integrated Regional Market															
Bilateral	126,388	8,504		8,504										13,700	121,192
Field Spt		496		496											496
	126,388	9,000	0	9,000	0	0	0	0	0	0		0	0	13,700	121,688
690-012 Increased Regional Cooperation in the Management of Shared Natural Resources															
Bilateral	55,209	3,000										3,000		8,000	50,209
Field Spt		0										0			0
	55,209	3,000	0	0	0	0	0	0	0	0		3,000	0	8,000	50,209
690-013 Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region															
Bilateral	7,593	1,100	1,100											3,500	5,193
Field Spt		2,200	2,200											2,200	2,200
	7,593	3,300	3,300	0	0	0	0	0	0	0		0	0	3,500	7,393
690-005 Create Capacity for More Informed Regional Decision Making															
Bilateral	0	0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	197,919	15,104	1,100	8,504	0	0	0	0	0	0		3,000	2,500	27,800	185,223
Total Field Support	0	2,696	2,200	496	0	0	0	0	0	0		0	0	0	2,696
TOTAL PROGRAM	197,919	17,800	3,300	9,000	0	0	0	0	0	0		3,000	2,500	27,800	187,919

FY 2003 Request Agency Goal Totals

Econ Growth	12,300
Democracy	2,500
HCD	0
PHN	0
Environment	3,000
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)

DA Program Total	17,800
CSD Program Total	0
TOTAL	17,800

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

Washington and Overseas Workforce Tables

Org_USAID/RCSA End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt.	Admin. Mgmt.	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2001 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	0.5	2	1	1			0.5	5	2	2	1	3	2		10	15
Other U.S. Citizens								0	1	1	1	1			4	4
FSN/TCN Direct Hire								0		2					2	2
Other FSN/TCN	0.5	0.5	0.5	0.5				2	1	9	35	6	1		52	54
Subtotal	1	2.5	1.5	1.5	0	0.5	0	7	4	14	37	10	3	0	68	75
Program Funded 1/																
U.S. Citizens	1	2	1.5	1.5				6							0	6
FSNs/TCNs	4.5	7	5.5	1.5		0.5		19							0	19
Subtotal	5.5	9	7	3	0	0.5	0	25	0	0	0	0	0	0	0	25
Total Direct Workforce	6.5	11.5	8.5	4.5	0	1	0	32	4	14	37	10	3	0	68	100
TAACS								0							0	0
Fellows								0							0	0
NEPs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	6.5	11.5	8.5	4.5	0	1	0	32	4	14	37	10	3	0	68	100

Washington and Overseas Workforce Tables

Org _____ End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2002 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	0.5	2	1	1			0.5	5	2	2	1	3	2		10	15
Other U.S. Citizens								0	1	1	1	1			4	4
FSN/TCN Direct Hire								0		2					2	2
Other FSN/TCN	0.5	0.5	0.5	0.5				2	1	9	35	6	1		52	54
Subtotal	1	2.5	1.5	1.5	0	0.5	0	7	4	14	37	10	3	0	68	75
Program Funded 1/																
U.S. Citizens	1	2	1.5	1.5				6							0	6
FSNs/TCNs	4.5	7	5.5	1.5			0.5	19							0	19
Subtotal	5.5	9	7	3	0	0.5	0	25	0	0	0	0	0	0	0	25
Total Direct Workforce	6.5	11.5	8.5	4.5	0	1	0	32	4	14	37	10	3	0	68	100
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	6.5	11.5	8.5	4.5	0	1	0	32	4	14	37	10	3	0	68	100

Washington and Overseas Workforce Tables

Org End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2003 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	0.5	2	1	1		0.5		5	2	2	1	3	2		10	15
Other U.S. Citizens								0	1	1	1	1			4	4
FSN/TCN Direct Hire								0		2					2	2
Other FSN/TCN	0.5	0.5	0.5	0.5				2	1	9	35	6	1		52	54
Subtotal	1	2.5	1.5	1.5	0	0.5	0	7	4	14	37	10	3	0	68	75
Program Funded 1/																
U.S. Citizens	1	2	1.5	1.5				6							0	6
FSNs/TCNs	4.5	7	5.5	1.5		0.5		19							0	19
Subtotal	5.5	9	7	3	0	0.5	0	25	0	0	0	0	0	0	0	25
Total Direct Workforce	6.5	11.5	8.5	4.5	0	1	0	32	4	14	37	10	3	0	68	100
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	6.5	11.5	8.5	4.5	0	1	0	32	4	14	37	10	3	0	68	100

Washington and Overseas Workforce Tables

Org End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2003 Request	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	0.5	2	1	1		0.5		5	2	2	1	3	2		10	15
Other U.S. Citizens								0	1	1	1	1			4	4
FSN/TCN Direct Hire								0		2					2	2
Other FSN/TCN	0.5	0.5	0.5	0.5				2	1	9	35	6	1		52	54
Subtotal	1	2.5	1.5	1.5	0	0.5	0	7	4	14	37	10	3	0	68	75
Program Funded 1/																
U.S. Citizens	1	2	1.5	1.5				6							0	6
FSNs/TCNs	4.5	7	5.5	1.5		0.5		19							0	19
Subtotal	5.5	9	7	3	0	0.5	0	25	0	0	0	0	0	0	0	25
Total Direct Workforce	6.5	11.5	8.5	4.5	0	1	0	32	4	14	37	10	3	0	68	100
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	6.5	11.5	8.5	4.5	0	1	0	32	4	14	37	10	3	0	68	100

USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission: USAID/RCSA

please fill in mission name

Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004

Senior Management				
SMG - 01	2	2	2	2
Program Management				
Program Mgt - 02	2	2	2	2
Project Dvpm Officer - 94	2	2	2	2
Support Management				
EXO - 03	1	1	1	1
Controller - 04	2	2	2	2
Legal - 85	2	2	2	2
Commodity Mgt. - 92				
Contract Mgt. - 93	3	3	3	3
Sector Management				
Agriculture - 10 & 14				
Economics - 11				
Democracy - 12				
Food for Peace - 15				
Private Enterprise - 21	1	1	1	1
Engineering - 25				
Environment - 40 & 75				
Health/Pop. - 50				
Education - 60				

Total	15	15	15	15
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GDOs: If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.
RUDOs: do not forget to include those who were in UE-funded RUDO positions.
 remaining **IDIs:** list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

Organization: USAID/RCSA OPERATING EXPENSES

Foreign National Voluntary Separation Account									
Action	FY 2001			FY 2002			FY 2003		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	25.7		25.7	32.0		32.0	27.4		27.4
Withdrawals	35.6		35.6	27.7		27.7	30.8		30.8

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year				
Obligations				
Deposits				
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate _____

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year				
Obligations				
Deposits				
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate _____

Organization: USAID/RCSA CONTROLLER'S OPERATIONS

Foreign National Voluntary Separation Account									
Action	FY 2001			FY 2002			FY 2003		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	6.4		6.4	8.0		8.0	9.3		9.3
Withdrawals	10.3		10.3	0.0		0.0	18.5		18.5

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year				
Obligations				
Deposits				
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate _____

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year				
Obligations				
Deposits				
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate _____

Accessing Global Bureau Services Through Field Support and Buy-Ins

Program/Country: Regional Center for Southern Africa

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2002		FY 2003	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
Regional Market Integration 690-002	Leland Initiative - Telecoms training & capacity building	High	2yrs	250		250	
	IRM - RSIS Quality Assurance (QA)	High	1yr	800			
	IRM - Southern A Railways Association Technical	High	1YR	700			
	IRM - Networking of Regional Associations	High	2yrs	248		246	
Expanded Commercial Markets for Agricultural Technologies & Commodities 690-013							
	Partnership for Food Industry Development (PFID)	High	2yrs	2500*	200	2000*	200
GRAND TOTAL.....							

* For Priorities use high, medium-high, medium, medium-low, low

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* Under continued Mission review

INFORMATION ANNEX A: ENVIRONMENTAL IMPACT

The RCSA is cognizant of its statutory obligations under ADS 204.5.3 as it relates to 22 CFR 216 ("Regulation 16"). An Initial Environmental Evaluation was conducted on the new Strategic Objective 012 (SO 690-012) when it was approved in January 2000. The evaluation resulted in a categorical exclusion for the SO with a deferral recommended for all the actions that would result from a clearer definition of the program. The RCSA has now advanced its definition of activities in two trans-boundary areas and will insure that environmental screening procedures are put in place for the various actions that will result from these programs. Further, the mission has requested the assistance of the Regional Environmental Advisor from REDSO-ESA with addressing issues covered under the deferral. This assistance will be provided over the period June to July 2001.

Initial Environmental Evaluations were conducted for the mission-managed Education, Democracy and Development Initiative (EDDI) with the University of Botswana, as well as the Botswana Flood Supplemental – Road Rehabilitation Initiative with the Government of Botswana. Sub-grants issued under the Mission's STRENGTH activity and under SO 690-011, "Broadened U.S.-SADC Cooperation" will also be subjected to environmental review. RCSA remains aware of the need to conduct environmental reviews at such time as deemed necessary should new design activities take place or changes occur in the potential level of environmental impact of existing activities. All new sub-grantees will routinely receive environmental impact training.

The RCSA Mission Environmental Officer will continue to provide Mission staff with guidance on the importance of and procedures to be followed in the Environmental Review process for USAID programs as required by law.

INFORMATION ANNEX B: UPDATED RESULTS FRAMEWORK**Part A. Results Framework.****1.1 RCSA STRATEGIC OBJECTIVES****RCSA SO: 690-001-01: Increased Regional Capacity to Influence Democratic Performance.**

IR1: Increased information sharing within the region.

IR2: Increased advocacy and other cooperation bringing regional experience to bear at national level.

IR3: Regional norms further defined by Southern Africans.

RCSA SO: 690-002-01: A More Integrated Regional Market.

IR1: Reduced barriers to broaden participation in the regional market.

IR2: More efficient provision of infrastructure.

IR2.1: RCSA sponsored operational infrastructure improvements used.

IR2.2: Private participation in service provision increased.

IR2.3: Regional policies adopted and regulatory frameworks and operational standards harmonized.

IR3: Sustainable regional integration advocacy mechanisms established.

RCSA SO: 690-012-01: Increased Regional Cooperation in the Management of Shared Natural Resources.

IR1: Viable practices for sustainable management of shared natural resources adopted.

IR2: Policies, protocols and agreements enacted.

IR3: Organizations and institutions capable of effective regional intervention.

IR4: Ecological monitoring systems for decision making improved.

RCSA SO: 690-013-01: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region.

IR1: Policies, laws and regulations that increase trade of agricultural technologies and commodities promoted.

IR2: Adoption of sustainable agricultural technologies and practices increased.

IR3: Private sector participation in delivery systems for existing agricultural technologies and practices increased.

IR4: New sustainable agricultural technologies and practices developed.

1.2 RCSA SPECIAL OBJECTIVES**RCSA SO: 690-005-01: Create capacity for more informed regional decision-making.****RCSA SO: 690-011-01: Broadened U.S. – SADC Cooperation.**

Part B. New Indicator Reporting. Indicators from the Operating Unit's Performance Monitoring Plan that the Operating unit proposes to report on in next year's R4 submission which are different from the indicators currently being reported.

SO Name 690-012

Indicator Level: Strategic Objective

Current Indicator Name : Number of TBNRMA agreements established with RCSA support in the Region

Proposed Indicator Name **Conclusion of actions critical to the achievement of trans-boundary cooperation.** Disaggregated – **Four Corners TBNRMA**

	Actual	Planned
Baseline Year 1999	1 (B)	
Target 2001		5(ABCDI)
Target 2002		8(ABCDEFGFIJ)
Target 2003		9(ABCDEFGFIJK)

SO Name 690-012

Indicator Level: Strategic Objective

Current Indicator Name : Number of TBNRMA agreements established with RCSA support in the Region

Proposed Indicator Name **Conclusion of actions critical to the achievement of trans-boundary cooperation.** Disaggregated – **Gaza-Kruger-Gonarezhou TBNRMA**

	Actual	Planned
Baseline Year 1999	2(AB)	
Target 2001		5(ABCDJ)
Target 2002		8(ABCDEFGFIJ)
Target 2003		10(ABCDEFGFIJK)

SO Name 690-012

Indicator Level: Strategic Objective

Current Indicator Name : Number of TBNRMA agreements established with RCSA support in the Region

Proposed Indicator Name **Conclusion of actions critical to the achievement of trans-boundary cooperation.** Disaggregated – **Limpopo River Basin**

	Actual	Planned
Baseline Year 1999	2(AB)	
Target 2001		4 (ABCE)
Target 2002		7 (ABCDEFJ)
Target 2003		8 (ABCDEFHJ)

SO Name 690-012

Indicator Level: Strategic Objective

Current Indicator Name

Proposed Indicator Name **Natural Resource Management Agreements concluded**

	Actual	Planned
Baseline Year 1999	1	
Target 2001		3
Target 2002		6
Target 2003		9

SO Name Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Indicator Level: Strategic Objective

Current Indicator Name

Proposed Indicator Name: **Quantity of commodity sold to the commercial market**

Disaggregated: **Sorghum & Pearl Millet**

	Actual	Planned
Baseline Year 1999	20,710	
Target 2001		22,180
Target 2002		24,398
Target 2003		29,278

SO Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Indicator Level: Strategic Objective

Current Indicator Name

Proposed Indicator Name **Quantity of commodity sold to the commercial market**

Disaggregated: **Cassava**

	Actual	Planned
Baseline Year 1999	7,247	
Target 2001		7,761
Target 2002		8,537
Target 2003		10,245

SO Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Indicator Level: Intermediate Result 4.1

Current Indicator Name

Proposed Indicator Name: **Progress in harmonization of national with international Grades and Standards and Sanitary /phytosanitary regulations**

Disaggregated: **Grades and Standards**

	Actual	Planned
Baseline Year 2000	Economic assessment completed for Malawi	
Target 2001		Inventory of prevailing national regulations developed in all three pilot countries
Target 2002		Assessment of harmonization with international standards and risk assessment completed in three pilot countries
Target 2003		Laws, regulations and policies that are in harmony with international standards enacted in three pilot countries

SO Name: Expanded Commercial Markets for Agricultural Technologies and Commodities in the SADC Region

Indicator Level: Intermediate Result 4.1

Current Indicator Name

Proposed Indicator Name: **Progress in harmonization of national with international Grades and Standards and Sanitary /phytosanitary regulations**

Disaggregated: **Sanitary /phytosanitary regulations**

	Actual	Planned
Baseline Year 2000	Preliminary economic assessment completed in 11 SADC countries.	
Target 2001		Inventory of prevailing national regulations developed in at least 7 SADC countries
Target 2002		Assessment of harmonization with international standards and risk assessment completed in at least 7 SADC countries
Target 2003		Laws, regulations and policies that are in harmony with international standards enacted in at least seven SADC countries

Information Annex C: RCSA 690-012 Disaggregated Tables**Performance Data Table 3.1****Fiscal Year: FY2003**

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: IR 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs -CBNRM in Okavango/Chobe

Disaggregated By: TBNRMA: CBNRM in Okavango/Chobe

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999		4
2000	4	
2001	4	
2002	4	
2002	4	
2003	4	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.2

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - Natural Resources monitoring systems in Okavango/Chobe

Disaggregated By: TBNRMAs: Natural Resource Monitoring Systems in Okavango/Chobe

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999		4
2000	4	
2001	5	
2002	5	
2003	5	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.3

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - Natural resource management plans in Okavango/Chobe

Disaggregated By: TBNRMAs: Natural resource management plans in Okavango/Chobe

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999		4
2000	4	
2001	5	
2002	5	
2003	5	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.4

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - Community-NGO-Private Sector partnerships in Okavango/Chobe

Disaggregated By: TMNRMA: Community-NGO-Private Sector partnerships in Okavango/Chobe

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999		4
2000	4	
2001	4	
2002	4	
2003	4	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.5

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - Stakeholder participation in Okavango/Chobe

Disaggregated By: TBNRMAs: Stakeholder participation in Okavango/Chobe

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999		4
2000	4	
2001	4	
2002	4	
2003	5	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.6

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - CBNRM in Kruger/Gonarezhou

Disaggregated By: TBNRMAs: CBNRM in Kruger/Gonarezhou

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999		2
2000	3	
2001	3	
2002	3	
2002	3	
2003	3	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.7

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - Natural Resource Monitoring Systems in Kruger/Gonarezhou

Disaggregated By: TBNRMAs: Natural Resource Monitoring Systems in Kruger/Gonarezhou

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999 (B)		2
2000	2	
2001	2	
2002	3	
2003	3	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.8

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - Natural Resource Management Plans in Kruger/Gonarezhou

Disaggregated By: TBNRMAs: Natural Resource Management Plans in Kruger/Gonarezhou

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999 (B)		2
2000	2	
2001	2	
2002	3	
2003	3	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.9

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - Community-NGO-Private Sector partnerships in Kruger/Gonarezhou

Disaggregated By: TBNRMAs: Community-NGO-Private Sector partnerships in Kruger/Gonarezhou

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999 (B)		1
2000	2	
2001	2	
2002	3	
2003	3	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.10

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - Stakeholder Participation in Kruger/Gonarezhou

Disaggregated By: TBNRMs: Stakeholder Participation in Kruger/Gonarezhou

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999 (B)		2
2000	2	
2001	3	
2002	3	
2003	3	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.11

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: IR 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - CBNRM in Lake Malawi

Disaggregated By: TBNRMAs: CBNRM in Lake Malawi

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999 (B)		1
2000	2	
2001	2	
2002	2	
2003	2	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.12

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - Natural Resource Monitoring Systems in Lake Malawi

Disaggregated By: TBNRMAs: Natural Resource Monitoring Systems in Lake Malawi

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999 (B)		2
2000	3	
2001	3	
2002	3	
2003	3	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.13

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - Natural Resource Management Plans for Lake Malawi

Disaggregated By: TBNRMAs: Natural Resource Management Plans for Lake Malawi

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999 (B)		0
2000	1	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.14

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - Community-NGO-Private Sector partnerships for Lake Malawi

Disaggregated By: TBNRMAs: Community-NGO-Private Sector partnerships for Lake Malawi

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999 (B)		0
2000	0	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 3.15

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 1 Viable practices for sustainable management of shared resources adopted

Indicator: Number of countries in which viable practices are being applied in the formation of targeted TBNRMAs - Stakeholder participation for Lake Malawi

Disaggregated By: TBNRMAs: Stakeholder participation for Lake Malawi

Unit of Measure: Number of countries applying viable practices in the formation of target transboundary natural resource management areas

Year	Planned	Actual
1999 (B)	NA	1
2000	2	

Source:

Analysis of TBNRMA management body documents relating to the stages of development of establishing TBNRMAs.

Indicator/Description:

Viable practices targeted by the RCSA are:

CBNRM

Natural Resource Monitoring Systems

Natural Resource Management Plans

Community-NGO-Private Sector partnerships

Stakeholder Participation (e.g., Government, community and users)

Comments:

Performance Data Table 4.1

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 3 Organizations and institutions capable of effective regional intervention

Indicator: Number of institutions providing key TBNRM services during the establishment of targeted Transboundary Natural Resource Management Areas - Information dissemination and advocacy for TBNRM

Disaggregated By: Key services: Information dissemination and advocacy for TBNRM

Unit of Measure: Total Number in the three targeted Transboundary Natural Resource Management Areas

Year	Planned	Actual
1999 (B)		4
2000	4	
2001	5	
2002	5	
2003	5	

Source:

TBNRMA Site Project documentation

Indicator/Description:

Number of organizations providing key services in the targeted Transboundary Natural Resource Management Areas. An institution providing a key TBNRM service to more than one TBNRM area is counted more than once.

Key services are:

A - TBNRMA training;

B - TBNRMA Policy

C - Information Dissemination & Advocacy for TBNRM

D - Collation, Analysis & Utilization of ecological monitoring data

E -TBNRMA Support Services (legal, marketing, conflict management; financial management, business planning etc.)

Targeted TBNRMAs are the Okavango /Caprivi /Chobe area, the Kruger/Gonarezhou area and Lake Malawi

Services must be provided by the RCSA-funded organizations

Comments:

Performance Data Table 4.2

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 3 Organizations and institutions capable of effective regional intervention

Indicator: Number of institutions providing key TBNRM services during the establishment of targeted Transboundary Natural Resource Management Areas - TBNRM policy

Disaggregated By: Key services: TBNRM policy

Unit of Measure: Total Number in the three targeted Transboundary Natural Resource Management Areas

Year	Planned	Actual
1999 (b)		10
2000	12	
2001	13	
2002	14	
2002	14	
2003	15	

Source:

TBNRMA Site Project documentation

Indicator/Description:

Number of organizations providing key services in the targeted Transboundary Natural Resource Management Areas. An institution providing a key TBNRM service to more than one TBNRM area is counted more than once.

Key services are:

A - TBNRMA training;

B - TBNRMA Policy

C - Information Dissemination & Advocacy for TBNRM

D - Collation, Analysis & Utilization of ecological monitoring data

E -TBNRMA Support Services (legal, marketing, conflict management; financial management, business planning etc.)

Targeted TBNRMAs are the Okavango /Caprivi /Chobe area, the Kruger/Gonarezhou area and Lake Malawi

Services must be provided by the RCSA-funded organizations

Comments:

Performance Data Table 4.3

Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 3 Organizations and institutions capable of effective regional intervention

Indicator: Number of institutions providing key TBNRM services during the establishment of targeted Transboundary Natural Resource Management Areas - Information dissemination and advocacy for TBNRM

Disaggregated By: Key services: Information dissemination and advocacy for TBNRM

Unit of Measure: Total Number in the three targeted Transboundary Natural Resource Management Areas

Year	Planned	Actual
1999 (B)		4
2000	4	
2001	5	
2002	5	
2003	5	

Source:

TBNRMA Site Project documentation

Indicator/Description:

Number of organizations providing key services in the targeted Transboundary Natural Resource Management Areas. An institution providing a key TBNRM service to more than one TBNRM area is counted more than once.

Key services are:

A - TBNRMA training;

B - TBNRMA Policy

C - Information Dissemination & Advocacy for TBNRM

D - Collation, Analysis & Utilization of ecological monitoring data

E -TBNRMA Support Services (legal, marketing, conflict management; financial management, business planning etc.)

Targeted TBNRMAs are the Okavango /Caprivi /Chobe area, the Kruger/Gonarezhou area and Lake Malawi

Services must be provided by the RCSA-funded organizations

Comments:

Performance Data Table 4.4 Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 3 Organizations and institutions capable of effective regional intervention

Indicator: Number of institutions providing key TBNRM services during the establishment of targeted Transboundary Natural Resource Management Areas - Collation, analysis and utilization of ecological monitoring

Disaggregated By: Key services: Collation, analysis and utilization of ecological monitoring data

Unit of Measure: Total Number in the three targeted Transboundary Natural Resource Management Areas

Year	Planned	Actual
1999 (B)		1
2000	1	
2001	2	
2002	2	
2002	2	
2003	3	

Source:

TBNRMA Site Project documentation

Indicator/Description:

Number of organizations providing key services in the targeted Transboundary Natural Resource Management Areas. An institution providing a key TBNRM service to more than one TBNRM area is counted more than once.

Key services are:

A - TBNRMA training;

B - TBNRMA Policy

C - Information Dissemination & Advocacy for TBNRM

D - Collation, Analysis & Utilization of ecological monitoring data

E - TBNRMA Support Services (legal, marketing, conflict management; financial management, business planning etc.)

Targeted TBNRMAs are the Okavango /Caprivi /Chobe area, the Kruger/Gonarezhou area and Lake Malawi

Services must be provided by the RCSA-funded organizations

Comments:

Performance Data Table 4.5 Fiscal Year: FY2003

Objective Name: Increased regional capacity to manage transboundary natural resources

Objective ID: 690-012

Approved: 1999-08

Country/Organization: USAID RCSA

Result Name: 3 Organizations and institutions capable of effective regional intervention

Indicator: Number of institutions providing key TBNRM services during the establishment of targeted Transboundary Natural Resource Management Areas - TBNRMA support services

Disaggregated By: Key services: TBNRMA support services

Unit of Measure: Total Number in the three targeted Transboundary Natural Resource Management Areas

Year	Planned	Actual
1999 (B)		0
2000	2	
2001	4	
2002	6	
2003	9	

Source:

TBNRMA Site Project documentation

Indicator/Description:

Number of organizations providing key services in the targeted Transboundary Natural Resource Management Areas. An institution providing a key TBNRM service to more than one TBNRM area is counted more than once.

Key services are:

A - TBNRMA training;

B - TBNRMA Policy

C - Information Dissemination & Advocacy for TBNRM

D - Collation, Analysis & Utilization of ecological monitoring data

E -TBNRMA Support Services (legal, marketing, conflict management; financial management, business planning etc.)

Targeted TBNRMAs are the Okavango /Caprivi /Chobe area, the Kruger/Gonarezhou area and Lake Malawi

Services must be provided by the RCSA-funded organizations

Comments:

Information Annex Topic: Institutional and organizational development

What the information annex will be used for: prepare the cross-cutting theme chapter of the FY 2000 Performance Overview. The 2000 revision of the Agency Strategic Plan includes five cross-cutting themes in addition to the six Agency goals and the management goal. It also includes a commitment to report on one of the themes in depth in the Performance Overview each year. Institutional and organizational development has been chosen as the theme to be reported on in the 2000 Performance Overview.

The Performance Overview chapter aims to document the following points, based on the information requested:

- * support for institutional and organizational development is systematically programmed in results frameworks for the majority of Agency OUs;
- * support for institutional and organizational development systematically cross-cuts Agency goal areas in OU programs;
- * institutional and organizational development support is provided to public sector, private for-profit and private non-profit organizations consistent with program objectives;
- * a variety of types of capacity-building (e.g., financial accountability and sustainability, management and

Guidelines for Identifying Institutional Capacity Development. An institutional development IR should contain two elements: (1) the name of the overarching institution concerned and (2) the change taking place. IRs Institutions are defined as the "rules of the game" and the measures for enforcing those rules. In other words, for our purposes, institutions refer to the broad political and economic context within which development processes take place. These include policies, laws, regulations, and judicial practices. They also refer to less tangible practices like corruption, presence or lack of transparency and accountability. The rules and norms we are concerned with are political and economic, not social. Not every IR about policy is to be called institutional development. If the IR is about adopting/implementing a specific policy, it is not institutional development-- it falls under the goal area for the sector it addresses. Include only IRs about

Guideline for Identifying Organizational Capacity Development IRs. The IR should have these elements: (1) It must name or allude to a specific organization or type of organization (an organization is a group of individuals bound by some common purpose to achieve objectives) and (2) it has to how or what action is being done to develop the organization.

Information Annex D: Institutional Development

Operating Unit	Bureau	Agency Objective Number	Mission Number for Intermediate Results	Intermediate Results Name	Mission Objective Number	Objective Name
USAID RCSA	AFR	690-001	IR 1.3	Regional norms further defined by Southern Africans <u>Intervention:</u> Institutional Capacity Development <u>Types of interventions:</u> 1) Service Delivery; 2) Human Resource Development; 3) Operational/Management Systems <u>Focus Areas:</u> 1) Elections and Political Process (SADC Parliamentary Forum - NGO, Southern Africa Research and Development Centre - NGO; 2) Media: Pluralism, Diversity and Freedom (Southern Africa Research and Development Centre – NGO, Southern Africa Media Development Fund – NGO; Media Institute of Southern Africa - NGO; 3) Anti-Corruption (Human Rights Trust)	SO 1	Increased regional capacity to influence democratic performance
USAID RCSA	AFR	690-012	IR 12.2	Policies, protocols and agreements ratified and implemented <u>Intervention:</u> Institutional Capacity Development <u>Types of Interventions:</u> Technical Expertise; Service Delivery <u>Focus Areas:</u> Water Protocol Development (SADC Water Sector Technical Coordinating Unit); Wildlife Protocol (SADC Wildlife Sector Technical Coordinating Unit) - Public Sector; Environmental Protocols (SADC-Environment and Land Management Sector - Public Sector)	SO 12	Increased regional capacity to manage transboundary natural resources
USAID RCSA	AFR	690-012	IR 12.3	Organizations and institutions capable of effective regional intervention <u>Intervention:</u> Organizational Capacity Development <u>Types of Interventions:</u> Technical Expertise; Service Delivery; Operations/Management Systems; Governance; Leadership; Financial Management <u>Partner Organizations:</u> IUCN: World Conservation Union/ Regional office for Southern Africa (IUCN/ROSA); Southern Africa Research and Development Centre – NGO	SO 12	Increased regional capacity to manage transboundary natural resources

Operating Unit	Bureau	Agency Objective Number	Mission Number for Intermediate Results	Intermediate Results Name	Mission Objective Number	Objective Name
USAID RCSA	AFR	690-013	IR 13.1	Policies, laws and regulations that increase trade of agricultural technologies and commodities promoted <u>Intervention:</u> Institutional Capacity Development <u>Types of Interventions:</u> Governance, Operations/Management Systems, Human Resource Development, Service Delivery, Advocacy <u>Focus Area:</u> Strengthened regional capacity to conduct research in support of policy, laws and regulation development (Food, Agriculture, and Natural Resource Policy Analysis Network - NGO)	SO 13	Accelerated regional adoption of sustainable agriculture and natural resource management approaches
USAID RCSA	AFR	690-013	IR 13.3	Private sector participation in delivery systems for existing agricultural technologies and practices increased <u>Intervention:</u> Organizational Capacity Development <u>Types of Interventions:</u> Technical Expertise; Operations/Management Systems; Strategic Management <u>Partner Organizations:</u> Sorghum and Millet Improvement Network - NGO; SAARNET – NGO	SO 13	Accelerated regional adoption of sustainable agriculture and natural resource management approaches
USAID RCSA	AFR	690-002	IR 2.1	Reduced barriers to broadened participation in the regional market <u>Intervention:</u> Organizational Capacity Building <u>Types of Intervention:</u> Technical Expertise <u>Partner Organizations:</u> Southern Africa Railway Association - NGO, Southern Africa Power Pool - NGO; Road Management Working Group – Public/Private Sector/NGO	SO 2	A more integrated regional market
USAID RCSA	AFR	690-002	IR 2.2	More efficient provision of infrastructure <u>Intervention:</u> Organizational Capacity Building <u>Types of Intervention:</u> Technical Expertise <u>Partner Organizations:</u> Southern Africa Railway Association - NGO; Telecommunications Regulators Association of Southern Africa - NGO, Federation of Eastern and Southern Africa Road Transport Associations	SO 2	A more integrated regional market

Operating Unit	Bureau	Agency Objective Number	Mission Number for Intermediate Results	Intermediate Results Name	Mission Objective Number	Objective Name
USAID RCSA	AFR	690-002		Sustainable regional integration advocacy mechanisms established <u>Intervention:</u> <u>Types of Interventions:</u> Service Delivery, Human Resource Development; Financial Management, Operations/Management Systems, Technical Expertise <u>Partner Organizations:</u> Southern Africa Railway Association - NGO, Telecommunications Regulators Association of Southern Africa - NGO, Federation of Eastern and Southern Africa Road Transport Associations - NGO, Cross-Border Traders Association - NGO, Southern Africa Enterprise Network - NGO, SADC Association of Chambers of Commerce and Industry – NGO	SO 2	

Information Annex E: Transboundary and River Basin Sites in Southern Africa

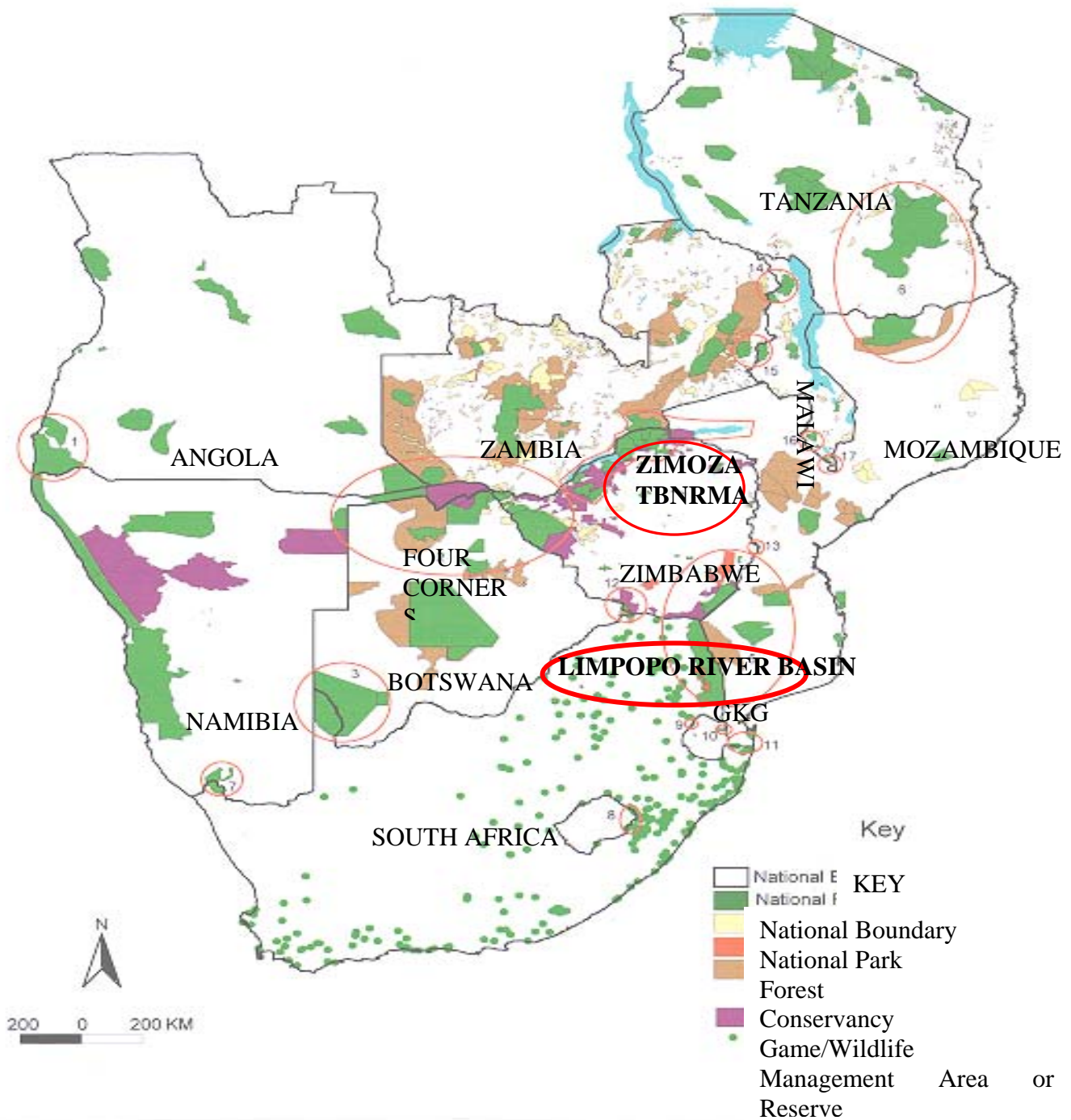
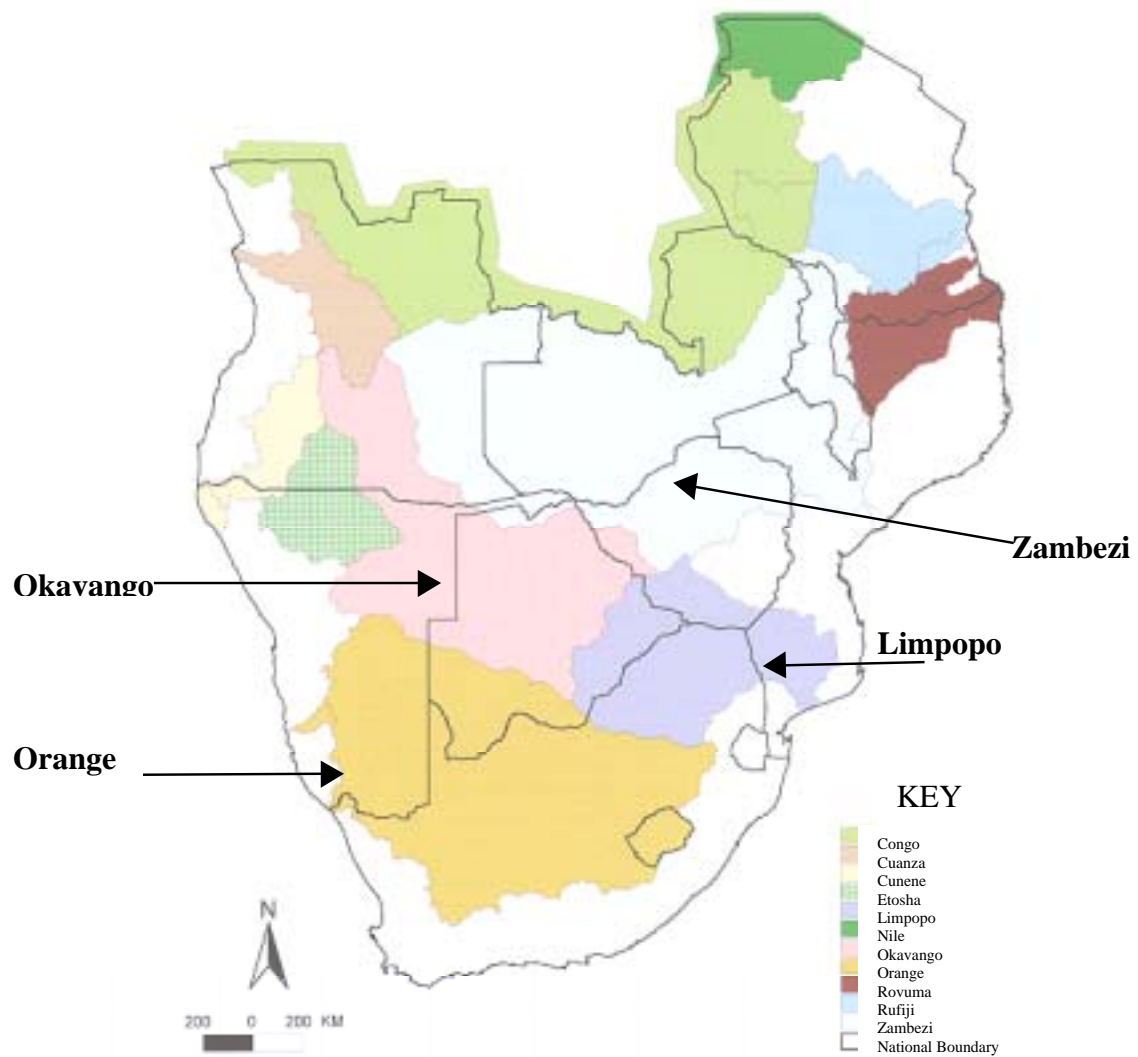


Figure 1: Transboundary Sites in Southern Africa

Figure 2: Major drainage basins of Southern Africa



INFORMATION ANNEX F: SUCCESS STORIES (DG SO-001)

- I. SABANEWS – ACHIEVING IMPACT IN THE MEDIA SECTOR**
- II. ANTI-CORRUPTION INITIATIVES**
- III. ELECTIONS & POLITICAL PROCESSES**
- IV. BUILDING THE HABITS OF DEMOCRATIC CITIZENSHIP**
- V. MEDIA PLURALISM, DIVERSITY AND FREEDOM**
- VI. MEDIA AND ELECTIONS**

I. SABANEWS – ACHIEVING IMPACT IN THE MEDIA SECTOR: The results of a content analysis of the SABANEWS regional broadcast with 180 million potential listeners in the SADC region alone, attest to the growing independence of the public media sector in Southern Africa. The RCSA has supported the SABANEWS activity via funding to Inter Press Service (IPS/SABA) since 1997. The first grant sought to increase the “plurality” of voices in the broadcasts by supplementing the existing SABANEWS feed from national news stations with news from alternative and independent media sources in the participating countries. An independent content analysis of over 1,000 news items from more than two hundred news bulletins confirms the success of the SABANEWS Activity.

The proportion of RCSA grantees that used SABANEWS as a source for democracy and governance news items rose significantly from 9% in 1996 to 21% in 1999, representing an increase of 12%. This increase demonstrates the independent media sector’s growing participation in reporting on democracy and governance issues. Juxtaposed against this increase was the equally dramatic decrease from 73% to 50% in the proportion of government news sources that were used in 1996 and 1999 respectively.

References to the experiences of other countries in the region constituted 16% of all democracy and governance news items for 1999, a small increase of 4% over 1996. The analysis shows that RCSA grantees are largely responsible for this increase. Of the total number of democracy and governance items that mentioned the experience of other SADC countries, the percentage that originated from the RCSA’s grantees more than doubled from 12% in 1996 to 28% in 1999. The RCSA’s partners are thus not only thinking regionally, but are also exploiting synergies with one another’s programs.

About the Content Analysis Study: The SABANEWS content analysis sought to determine how frequently the broadcasts referred to regional influences and/or comparable regional events in relation to national events or the national-level democratic governance issues. The working hypothesis was that as the influence of regional democracy and governance bodies advocating for democratic change spreads, increased reference to events and issues in neighboring countries should correspondingly appear in the media. The analysis established a baseline (1996) against which to measure changes (1999 and 2002) in (a) the degree of regional reference and (b) the variety of news sources used.

II. ANTI-CORRUPTION INITIATIVES: The Regional Center for Southern Africa's (RCSA) partner, the Southern African Human Rights Trust of Southern Africa (SAHRIT), formerly the Human Rights Research and Documentation Trust of Southern Africa made good progress in working with the Southern Africa Development Community (SADC) Legal Sector in order to revitalize the development and adoption of a SADC Anti-corruption Protocol. The Trust and the Sector agreed to cooperate on developing the Protocol and a SADC legal instrument on mutual assistance in criminal matters. The Protocol was drafted during the review period and SAHRIT expects that the draft will be presented to the SADC Heads of State in August 2001. SAHRIT's strategy of involving SADC and other key stakeholders in developing the Protocol has resulted in increased local ownership, which is particularly significant, because SADC Heads of State had rejected the original Anti-corruption Protocol in 1998 as being donor-driven.

Local ownership of the Protocol development process is reinforced by collaboration with the SADC Parliamentary Forum (SADC PF), whose members represent 13 Southern Africa's parliaments. In March 2000, parliamentarians from nine countries in the region recommended that the SADC PF identify the role of Parliaments in combating corruption and that it lobby member states to draft and adopt the proposed Protocol. In April 2000, the SADC PF subsequently reflected these recommendations in its five-year strategic plan.

SAHRIT concurrently worked with the National Democratic Institute for International Affairs (NDI) and the University of Zimbabwe to complete a focused regional mini-survey on the magnitude and extent of corruption in the region. The results were presented at the SAHRIT's Third Regional Roundtable in August 2000. The research findings, which broadly corroborate the Institute for Democracy in South Africa (IDASA's) data, will contribute to deepening the sense of regional commitment to address corruption. IDASA completed a region-wide survey of public opinion about democracy in 2000 with funding from the RCSA. Overall, respondents to the IDASA survey felt that their present multi-party regimes are responsible for significant increases in political freedom. In evaluating government and state institutions on the key dimensions of trust, responsiveness, corruption and effectiveness however, respondents gave very mixed ratings. The majority of Southern Africans felt that they did not have sufficient information to understand political and government affairs. Therefore, the real task confronting democracy advocates is not to convince people of the value of democracy, but rather to provide them with the skills and resources necessary to build the habits of democratic citizenship. SAHRIT has also collaborated with IDASA on technical matters related to investigating corruption

At the implementation level, in June 2000, the heads of anti-corruption agencies from nine countries launched the Southern African Forum Against Corruption (SAFAC) to share experiences, best practices and investigative data about corruption and to coordinate advocacy and publicity activities (such as the "zero tolerance" campaign against corruption). It is envisaged that SAFAC will ultimately become an integral part of SADC and will play a key oversight function for the implementation of the Anti-corruption Protocol.

III. ELECTIONS & POLITICAL PROCESSES: The Regional Center for Southern Africa (RCSA) has provided funding to the Southern African Development Community Parliamentary Forum (SADC PF) to develop a capacity for election-related dispute mediation through on-the-ground experience in observing elections. The SADC PF is implementing this activity with technical assistance from the National Democratic Institute for International Affairs (NDI). The SADC PF completed a pilot program to observe elections in Namibia and Mozambique elections in 1999. As a result of the experience gained from the pilot program, during the elections in Zimbabwe, the SADC PF introduced a process of follow-up meetings with the key actors in the Zimbabwe electoral process to raise issues of concern about the conduct of the elections. In so doing, the SADC PF met one of the benchmarks set to demonstrate its improved capacity, i.e., that delegation members would meet with political leaders in the SADC countries to advocate that elections be conducted in accordance with regionally agreed standards.

In addition, the SADC PF made constructive recommendations for improving confidence in the electoral process in Zimbabwe during a press briefing on 28th June 2000, including establishing an Independent Electoral Commission and formulating a policy to guide political party access to the media. The SADC PF strongly deplored the violence that characterized the pre-election phase and made reference to its “*obligation of empowering the region with the capacity to deal with issues pertaining to electoral systems and processes so that standards are not set by others*”(SADC PF Press Release 28th June 2000). These recommendations are illustrative of the types of standards that the Forum will formally articulate and advocate.

A member of the Electoral Institute of Southern Africa (EISA) - the Secretariat for the Electoral Commissions Forum of SADC countries - who had accompanied the SADC PF to key meetings, cited the SADC PF's advantages in electoral observation as “...*being on the ground well in advance of the election and...having access to key authorities*”. The composition of the SADC PF observer mission – composed of equal numbers of opposition and ruling party parliamentarians – was seen to allow it to be more outspoken in its criticism than other observer missions.

In Tanzania the SADC PF recommended a re-run in Zanzibar and in Mauritius, the SADC PF recommended greater involvement by civil society in monitoring elections. In both cases, the SADC PF made specific mention of gender disparities in party programs and candidate lists. Gender is a specific element in the SADC PF's election observation checklist and to date about 25% of observer delegations' members have been women.

Electoral standards and guidelines for regional election observation were further developed during an Electoral Norms Workshop in October 2000, and the NDI technical training workshops. The draft norms were adopted by the SADC PF Plenary in March 2001 and it is anticipated that they will inform the recommendations to be presented to SADC Heads of State at the 2001 Summit.

IV. BUILDING THE HABITS OF DEMOCRATIC CITIZENSHIP: With funding from the Regional Center for Southern Africa (RCSA), the Institute for Democracy in South Africa

(IDASA) completed a region-wide survey of public opinion about democracy. IDASA worked with national partners in six countries – Botswana, Lesotho, Malawi, Namibia, Zambia and Zimbabwe to build their capacity to undertake the survey and to analyze and disseminate the results. USAID/South Africa funded the seventh survey in South Africa.

Findings from the survey revealed widespread popular support for democracy in the region and a strong resistance to the idea of returning to authoritarian rule. The majority of the 7,000 respondents were able to offer a spontaneous definition of democracy when asked to describe it. Most respondents saw it as based on civil rights, personal freedoms, popular government and elections. These results demonstrate that there is a common and popular understanding of democracy as a system of government across the region.

Overall, respondents felt that their present multi-party regimes are responsible for significant increases in political freedom. In evaluating government and state institutions on the key dimensions of trust, responsiveness, corruption and effectiveness however, respondents gave very mixed responses. Southern Africans felt that they did not have sufficient information to understand political and government affairs. Therefore, the real task confronting democracy advocates is not to convince people of the value of democracy, but rather to provide them with the skills and resources necessary to build the habits of democratic citizenship.

V. MEDIA PLURALISM, DIVERSITY AND FREEDOM: The **Media Institute of Southern Africa (MISA)** became the Regional Center for Southern Africa's (RCSA) key media partner in December 1999. The RCSA provided funding to support MISA's national chapters, including an assessment of their organizational capacity, to support MISA's "Open the Airwaves" campaign and to support the Legal Defense Fund. MISA's success can largely be attributed to its national chapters that implement the Regional Secretariat's vision. A national chapter was established in Mozambique during the review period, bringing to 11 the total number of chapters operating in the region. The chapters adopt a variety of strategies to promote media freedom, for example:

The chapters in Angola and Malawi have taken the lead in coordinating the national network of local media groups;

- Two members of the Botswana chapter were appointed to the Broadcasting Board;
- The Lesotho chapter formally approached government to consult stakeholders in drafting media legislation;
- The Namibian chapter created an independent Parliamentary Media Forum where parliamentarians can debate media issues; and
- The Tanzanian chapter was requested to prepare the media code of conduct for the 2000 general and local elections.

The RCSA funded an independent evaluation of MISA chapters. The evaluators reported that *"...if MISA did not exist, it would be high time to invent it. Freedom of expression and freedom of the media in the Southern African region are still such fragile commodities that a strong*

regional media organization with similarly strong representation at national level, is and will be for the foreseeable future, of utmost importance to promote and protect these basic human rights". While the attitudes of government officials canvassed in the evaluation varied from a grudging respect to outright rejection, officials associated with state owned broadcasting corporations were more positive with some suggesting that the Southern African Broadcasting Association (SABA) and MISA should cooperate more closely.

The "Open the Airwaves" Advocacy Campaign undertakes training for advocacy and targets legislation in respect of broadcasting. MISA has helped to build a coalition, the Broadcasting Independence Group (BIG), to advocate for the establishment of an Independent Broadcasting Authority (IBA) in Zambia. The coalition will work with government and civil society to raise public awareness and debate the role of the IBA.

MISA's Legal Defense Fund supported a successful challenge by two Zimbabwean journalists from The Standard newspaper. The journalists, who were arrested and tortured for publishing an article about unrest in the Zimbabwean Army, were charged under a section of the Law and Order Maintenance Act that carries a maximum seven year sentence. The Zimbabwean Supreme Court judge said that the section of the Act *"...exerts an unacceptable "chilling effect" on freedom of expression..."* and ruled it unconstitutional. The charges have been dropped.

VI MEDIA AND ELECTIONS: The Regional Center for Southern Africa (RCSA) provided funding to the **Southern African Research and Documentation Center (SARDC)** in an effort to improve media coverage of elections from a regional perspective. Program participants have covered a total of eight national elections in Southern Africa since 1998. During 1999-2000, 11 senior journalists, roughly one quarter of whom were women, received on-the-ground training in Zimbabwe, Tanzania and Mauritius.

Each journalist covered elections in a country other than his/her country of origin. For example, a journalist from Zimbabwe used the elections in Mauritius as an opportunity to make comparisons with elections in Zimbabwe. Tarcey Manaku, Political Editor of Zimbabwe's largest newspaper, the Daily News (circulation 120 000) provided a full page feature article complete with photographs from SARDC analyzing differences between the conduct of elections in the two countries. In Tanzania, SARDC, for the first time, included a South African Broadcasting Corporation – Television (SABC-TV) crew in its training program. The SABC-TV is Africa's largest broadcasting operation made up of four satellite channels and 22 radio stations, including Channel Africa, which reports on the continent. This strategic choice ensured that coverage of the Tanzanian elections was disseminated to an even larger audience. In Zimbabwe, the cross-border team met with the Zimbabwe Directorate of Elections, and observer delegations, including the **SADC Parliamentary Forum**, and the team found that these entities all emphasized the need for common election principles; in the words of the activity coordinator, *"People don't want to judge elections in isolation. They want to be able to say that something is or is not acceptable because of what we agreed to."*

To enhance the effectiveness of its democracy and governance resources, the RCSA actively encouraged SARDC to work closely with other RCSA partners, namely the **Media Institute of Southern Africa (MISA)** and **SABANEWS**. As a result, in addition to being carried on the SARDC Sustainable Democracy website, the 49 detailed feature articles that the journalists produced were widely circulated throughout the region by the MISA and SABANEWS electronic and broadcast dissemination channels respectively. The seven journalists seconded from SABANEWS to cover the Zimbabwe elections produced 200 news items for broadcast. The Africa News On-Line website, an electronic news distribution network that links 40 African news organizations and which receives about 3 million hits per year once again disseminated the features to a world-wide audience. Promoting these linkages between individual grantees has consequently resulted in far greater collective impact in reporting about the Southern African electoral experience.

INFORMATION ANNEX H: SUCCESS STORIES (MARKET INTEGRATION SO-002)

I. ESTABLISHMENT OF A SADC ELECTRICITY TRADE MECHANISM
II. INCREASED PROVISION OF TELECOMMUNICATION SERVICE
III. FREE TRADE AREA DEVELOPMENT
IV. SELECTED INDICATOR RESULTS

I. ESTABLISHMENT OF A SADC ELECTRICITY TRADE MECHANISM: In a collaborative effort involving the Southern African Development Community (SADC) and USAID's Global Bureau Office of Energy, Environment and Technology and the Regional Center for Southern Africa (RCSA) played a critical role in establishing a mechanism for regional trading of electricity. The RCSA achieved this breakthrough success by:

- Addressing implementation constraints to policy, legal and institutional reform under the SADC energy protocol; and
- Supporting the Southern African Power Pool (SAPP) programs for improving regional electricity trade.

Beginning with his appointment in 1998 an RCSA-funded Advisor to the Southern African Power Pool (SAPP) operational center succeeded in establishing an operational framework for the trading of electricity. This was followed in 1999 by the development and installation of the software needed to actually trade electricity. Trial runs began in 2000. Actual small scale trading began in 2001. A short-term electricity market will be fully operational by mid year. By the end of FY 2001, the nations of Southern Africa will be routinely trading electricity across borders. Both citizens and industry will reap significant benefits from this development.

II. INCREASED PROVISION OF TELECOMMUNICATION SERVICE: Through the Regional Telecommunications Reform Project, the Regional Center for Southern Africa (RCSA) provided assistance to the Southern Africa Development Community (SADC), which successfully liberalized telecommunication policy. Over 60% of SADC nations enacted liberalized telecommunication legislation based on model legislation drafted through RCSA-funded technical assistance. These interventions led to the ratification of the SADC Telecommunications Protocol in 1998, which opened Southern Africa's telecommunication sector to private sector participation. Consequently, the region now has 36 fixed line operators, up from 14 operators six years ago. Both mobile and fixed line services increased from a low of 7% in Mozambique to a high of 43% in Botswana.

III. FREE TRADE AREA DEVELOPMENT: In 2000, the RCSA's ongoing technical assistance to the TNF continued to enrich the negotiation process and to encourage further tariff reductions leading ultimately, to SADC setting a September 2000 launch date for the implementation of the SADC Free Trade Area (FTA). As a result of this RCSA-supported forum, a new trade regime has been negotiated that will now define trade in SADC. Botswana, Lesotho,

Mauritius, South Africa and Swaziland have already submitted their implementation instruments in this regard, and the FTA is presently in effect for trade among these countries. Further increases in the intra-SADC trade indicators are therefore expected in the future.

IV. SELECTED INDICATOR RESULTS:

Indicators	1996		1997		1998		1999		2000		Change
Converging Consumer Inflation** (Rest of SADC inflation, S* converging on South African, SA)	SA	S*	SA	S*	SA	S*	SA	S*	SA	S*	
	7.4	17	8.6	12	6.9	9	5.2	9			
Share of Intra-SADC Imports Subject to Tariffs in Excess of 10%	39.5``		28.2'								
Transport costs (US \$ average for 12m container)			2,888		2,709		2,498		2,367		5%
Telecommunication services (tele-density – lines per 100 people)	3.51		3.63		4.13		4.47		4.90		9.6%

Note: ** At the SO level, inflation rates converge as the region becomes more integrated. Note that Zimbabwe and Malawi inflation, which tend to be erratic, are excluded from rest of SADC inflation. ``1995 tariff data. '1997 tariff data based on tariff offer rather than actual tariffs charged at customs points. Angola and DRC are war environments and so are excluded from the analysis.

INFORMATION ANNEX I: SUCCESS STORIES (NRM SO-012)**I. SUPPORT TO THE IVORY TRACKING INITIATIVE****II. RCSA SUPPORT FOR THE ZIMOZA TRANSBOUNDARY INITIATIVE**

I. SUPPORT TO THE IVORY TRACKING INITIATIVE: Conservation of wildlife is the most visible natural resource management issue confronting Southern African nations. Within this arena, elephants, valued for their ivory as well as tourist appeal, are a primary issue. Southern African governments, which have done a generally effective job of controlling poaching, believe that selling the ivory is preferable to random culling with no economic benefit. They are particularly eager that local citizens living in or near protected areas share some of the economic benefits of conservation as a way of encouraging them to aspire to higher levels of voluntary compliance. In contrast, western nations are fearful that permitting the sale of any ivory poses a serious risk to the return of widespread poaching because of the inability to control the source and origin of ivory.

The USAID/RCSA-funded IUCN Networking and Capacity-Building Initiative for Southern Africa (NETCAB) through a sub-grant to TRAFFIC/ESA (Trade Records Analysis of Flora & Fauna in Commerce/Eastern & Southern Africa) in 1992 made a major contribution to conservation by facilitating the development of a comprehensive ivory tracking system. The Bad Ivory Database (BIDS) which has the endorsement of CITES (the Convention on International Trade in Endangered Species of Wild Fauna and Flora) has been monitoring seizures of illegal ivory since 1991. The system also traces the source and origin of ivory from the animal to its ultimate destination. The efficient functioning of this tracking and monitoring system was instrumental in the decision by CITES to allow Botswana, Namibia and Zimbabwe to sell ivory stocks in 1998.

NETCAB assisted the Wildlife departments in Zimbabwe, Botswana and Namibia to install computer based tracking systems. The systems track the ivory from initial harvest to storage. Data from the systems is readily available for regional and international inspection. NETCAB verifies the data and stocks annually. The wildlife departments' make the data available to other governments, international donors and international institutions through electronic transmission. The wildlife departments ivory stocks are also open to international inspection and cross checking with the computer data.

Beyond the immediate benefits of providing a highly useful check in elephant conservation, the system is establishing a sound basis for extending a verifiable accountability system for other wildlife species throughout Southern Africa. Comparisons of elephant herds between nations are now also possible which should further facilitate transboundary conservation of wildlife.

Following a favorable external evaluation, the BIDS system, has been developed into a more sophisticated monitoring tool known as the Elephant Trade Information System (ETIS) that will monitor illegal trade in ivory and elephant products. The system comprises a number of component databases, the central one holding details of ivory and elephant product seizures that have occurred worldwide since January 1989. Other databases hold information on law

enforcement efforts, legal trade in elephant products, legal domestic ivory and elephant product markets in range states and consumer nations.

II. RCSA SUPPORT FOR THE ZIMOZA TRANSBOUNDARY INITIATIVE: The RCSA-funded NETCAB Activity (Regional Initiative for Networking & Capacity Building) is assisting the citizens of remote rural areas of Mozambique, Zambia, and Zimbabwe to work together to improve their economic well being while conserving their renewable natural resources.

Because of the success of IUCN (the parent organization of NETCAB) in other efforts, the Ministry of Environment & Tourism (Zimbabwe) requested IUCN to lead the development of a TBNRMA in a tri-border area incorporating Zumbu in Mozambique, Lower Guruve in Zimbabwe and South Luangwa in Zambia. Facilitation by NETCAB was instrumental in developing the Zimbabwe-Mozambique-Zambia Trans-boundary Natural Resources Management Area concept (ZIMOZA).

The ZIMOZA TBNRMA is located in the middle Zambezi River Basin. Currently each of the three countries has a national park in the region. The parks together with the variety of flora and fauna endow the area with excellent potential for eco-tourism. The area is also home to a number of historic forts, mission stations, and archaeological sites. The area's large elephant population regularly traverses the political boundaries. While the residents of the area have lower than average per capita income, proper management of the region's resources holds the potential for significantly increasing income flows to affected community groups.

ZIMOZA was selected because of the needs of its people and the potential for the area to use eco-tourism to generate annual economic growth rates of between 5% and 8%. Cross-border trade is beginning to develop. Importantly, local citizens are seeing other regions of their home nations grow wealthier through the tourist trade. In response, community leaders have been highly enthusiastic about establishing a TBNRMA.

The process involves engaging all stakeholders at national and local levels. Stakeholders include the governments of Mozambique, Zambia and Zimbabwe; the local authorities of Zumbu in Mozambique, Luangwa in Zambia, and Guruve in Zimbabwe; the ten NGOs active in the area; community leaders; and local citizens. The aim is to develop a common vision for the region while building consensus on how to most effectively manage the natural resources of the common border area for sustainable and equitable growth. An official agreement will be the legal representation of this vision. Because of the extensive consultations, especially at the community level, agreement is anticipated by December 2001.

The ZIMOZA activity is particularly important to the RCSA in that it is the first such initiative that focuses on community groups across international boundaries. It is expected that the furtherance of this initiative will generate dialogue on issues such as the devolution of control over natural resources to communities and the rights associated with such devolution.

INFORMATION ANNEX J: SUCCESS STORIES (AGRICULTURE SO-013)

CASSAVA GOES INDUSTRIAL. A recent World Bank report called the Malawi experience a "Root crops revolution". Malawi is not alone, in Tanzania there is an amazing expansion of sweet potato production in response to market opportunities – sweet potatoes as a substantial cash crop not a traditional subsistence ration for hard pressed small holder farmers. The same thing is happening in Zambia.

Industry is responding to increase production by using cassava as an industrial crop. The wood, textile, foods, manufacturing and milling industries in Malawi are currently using about 21,000 Mt of cassava flour (equivalent to about 63,000 Mt of fresh cassava). This use could double over the next three years. Interviews with the industries involved showed clearly that increased production in recent years was a motivating factor in decisions to utilize cassava as a low cost substitute for imported raw materials such as corn starch or wheat flour. (Roots Newsletter: June 2000) There is potential to revolutionize cassava from a subsistence crop to a cash and industrial crop within the next few years.

As a result, farm families are living better. For example, Mr. John Tembo of Chiwazinja village in Malawi where SARRNET is working with Christian Service Committee improved his family standard of living by selling processed dry cassava chips to Raiply, one of the wood industries manufacturing plywood and block boards for both the domestic and export market. SARRNET is the Southern African Root Crop Research Network. Mr. Tembo got \$262 from cassava chips that he processed from his own small farm. He used part of this money to purchase a .5 hectare cassava field. Cassava from this field earned Mr. Tembo an additional \$500. With this money, Mr. Tembo purchased an oxcart, a bicycle and two cows. He has since expanded his cassava field an additional 2.0ha.

The RCSA's assistance to SARRNET is a major factor in this positive development for both farmers and industry. Networking of farmers, industry and researchers generated the basic information upon which research could produce the necessary varieties. SARRNET research produced high yielding and industrial quality varieties of sweet potato and cassava. Increased farmer production captured the attention of industry and entrepreneurs responded to the opportunity. Farmers saw their income increase significantly because of the RCSA inspired intervention.

Mr. Chidazi Kateka of Nathenje, Malawi, is another example. Mr. Kateka started growing cassava during the 1997/98 season on 0.8ha. He sold 12 MT. cassava roots from his plot and realized (US\$1,062.50). He has built a modern house with burnt bricks and iron sheets from one season's crop. Life looks a lot more hopeful now. Mr. Mileki of Nsambo grew cassava on 0.3 ha and sold the root for \$315. This money bought a bicycle, four goats, 12 chickens, two ducks and a pig. He has also expanded area under maize with fertilizer purchased from sales of cassava. He is also able to hire labor for his expanded farming operations thereby distributing the income within the community.

At the macro level cassava and sweet potato are contributing over 30% to the national food balance sheet.

INFORMATION ANNEX J: EXCERPT FROM THE FINAL US-SADC FORUM COMMUNIQUE, 11 MAY 2000

Areas of overlap with the RCSA's Democracy and Governance Strategic Objective are italicized.

Political Roundtable

On the political front, the Forum **considered** the regional political situation, specifically in the Democratic Republic of Congo, Angola and Lesotho. The Roundtable touched on conflict resolution and management, the problem of refugees and small arms, democracy, good governance and the rule of law.

14. The Forum **confirmed** the need for political stability and security in Southern Africa as a prerequisite for economic growth and prosperity in the region.
15. On the DRC, the Forum expressed strong support for the efforts of SADC leaders, the OAU and the UN to support **urgently implementation** of the peace process agreed at Lusaka in July 1999. The Roundtable welcomed the parties renewed commitment to the cease-fire agreement signed in April 2000. The Forum recognized the importance of launching the Inter-Congolese National Dialogue, and expressed its strong support for the facilitation of this dialogue by Sir Ketumile Masire. **The Forum also recognized the importance of the Joint Military Commission (JMC) of the Lusaka peace process and called for support to the JMC for it to perform its function in order to allow for an orderly withdrawal of foreign troops from the DRC territory as specified by the Lusaka Ceasefire Agreement.**
16. On Angola, the Forum agreed that the **rebel** forces under the command of Jonas Savimbi continue to constitute the principal obstacle to peace. It expressed strong support for the recent UN Security Council resolution on enforcement of UN sanctions against UNITA and agreed on the need for strengthening **mechanisms for the** enforcement of sanctions. **The Forum called upon the UN to speedily take follow up actions emanating from the Fowler Report.** The Forum pledged to do more to strengthen policing of trafficking in illicit diamonds, noting the importance of making a clear distinction between legitimately produced diamonds and illicit diamonds.
17. With regard to Lesotho, the Forum agreed on the need for a peaceful resolution to the constitutional crisis. It commended the Government of Lesotho for pursuing an inclusive political solution despite its clear mandate in the free and fair May 1998 elections **and noted that elections will be held between April and May 2001.**

18. The Forum recognized the importance of effective regional cooperation in dealing with regional conflicts and SADC described its regional defense and security structures. The United States **outlined** its experiences in other parts of the world with regional security arrangements. The United States **stressed that its ability** to assist **effectively in regional** conflict prevention, management and resolution depends **to a great extent** on the existence and effectiveness of regional organizations. SADC welcomed the U.S. offer to **fund** a seminar on conflict prevention and management in Cape Town at the Center for Conflict Resolution and to fund training in early-warning and conflict prevention by the Washington-based Fund for Peace. The Forum noted the approval of the African Centre for Strategic Studies (ACSS) Seminar to be held in Gaborone in July 2000.
19. On the refugee issue, the Forum agreed that refugees in Africa should receive the same support as refugees elsewhere and also stressed the importance of addressing the root causes of refugee movements in the region: armed conflicts. The United States noted that security and access are key prerequisites for providing refugees with support. The Forum also noted the ongoing U.S. contribution to the protection, care and maintenance of refugees in the SADC region. The US expressed its willingness to make its migration program resources more accessible and relevant to SADC Member States.
20. SADC reported on its efforts to formulate and implement **a regional conventional arms policy, including small arms**. The United States urged the conclusion this year of the UN Protocol on Small Arms. The United States and SADC agreed to undertake annual working consultations on ways to address the problem of small arms and light weapons. SADC welcomed the U.S. offer to send technical assistance teams for exchanges of views on surplus weapons and excess stockpiles. The United States suggested undertaking a joint U.S.-SADC communiqué by Foreign Ministers on the margins of the 2000 United Nations General Assembly meeting which will address adherence to UN sanctions and restraint in the sale of conventional arms.
21. *The Forum welcomed the SADC Region's continued consolidation of a culture of democracy, good governance and the rule of law. In particular, the Forum noted that Botswana, Malawi, Mozambique, Namibia and South Africa successfully held elections in 1999 and Zimbabwe held a constitutional referendum in February 2000. Continued assistance is needed, however, to improve election administration and processes.*

22. The Forum noted that efforts are underway to uphold the rule of law by strengthening police and judicial structures and by adhering to national constitutions. In addition, watchdog institutions continue to be created to defend human rights.
23. *The Forum observed that in terms of civil and political rights, freedom of the press must be upheld.*
24. Consensus emerged that all coups are anathema. The Forum noted SADC's leadership role in the campaign to exclude the participation of governments that had come to power through military coups or unconstitutional means in OAU meetings and unequivocally confirmed support for this principle.
25. *The Forum reaffirmed its acceptance of the Global Coalition **for Africa's 25 Principles Against Corruption** and noted that SADC Member States have established various institutions to combat corruption, including offices of Ombudspersons and anti-corruption commissions. **The Forum welcomed U.S. support for anti-corruption initiatives in the region.***
26. The Forum welcomed Zimbabwe's frank and detailed historical overview of the land issue in that country. The US Government affirmed the importance of land reform in Zimbabwe and reiterated its willingness, in principle, to provide technical assistance to help Zimbabwe resolve this issue quickly and in a manner that is consistent with the principles agreed to at the September 1998 Land Reform Conference.
27. The Forum recognized the continuing threat to lives and economic development in SADC countries posed by land mines. The Forum **commends** the ongoing SADC initiatives, which, inter alia focus on the ability of the affected member states to establish sustainable demining capabilities. SADC welcomed U.S. efforts in several member states to assist with mine awareness, detection and removal. **The Forum welcomed the planned visit of an U.S. Humanitarian Demining Assessment Team later in 2000 to evaluate Zambia's landmine removal requirements. The United States agreed to strive to meet Mozambique's request for demining technology and prioritize equipment needs.**
28. The Forum agreed that crime, small arms and narcotics trafficking, and terrorism are all major threats in southern Africa and agreed that effective border controls are essential to combating these regional problems. SADC noted the bilateral efforts of the United States

and Botswana, in consultation with SARPCCO, to establish an International Law Enforcement Academy (ILEA) in **Botswana and recognized that it could make a major contribution toward fulfilling the training needs of SADC member state law enforcement agencies.** The United States agreed to provide assistance to the SADC region for a border control project and training on combating small arms trafficking.

29. The Forum expressed its firm support for the completion by the end of 2000 of the Convention Against Transnational Organized Crime and its Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children. The United States and SADC also expressed support for the Protocol against Illicit Manufacturing of and Trafficking in Firearms, their Parts and Components and Ammunition as mandated by UN General Assembly Resolutions 53/111 and 53/114.